



CPS HR EMPLOYEE HANDBOOK
PERSONNEL POLICIES AND PROCEDURES
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1 INTRODUCTION

1.1 *Statement of Purpose*

The Personnel Policies and Procedures within the Administrative Policy Manual have been prepared to give employees a better understanding of CPS HR personnel policies and procedures. It is designed to be a working guide for both employees and supervisors in day-to-day operations of CPS HR's personnel program. The text of the Handbook is not intended to be a legal contract with the employee, but rather describes generally the way the organization works.

It affirms that CPS HR retains sole discretion over determination and execution of CPS HR goals and policies. It also affirms the at-will status of all CPS HR employees hired after December 8, 1988.

1.2 *Definitions*

At-Will Employee. An employee hired after December 8, 1988, whose employment relationship with CPS HR may be terminated at any time, with or without cause, including any employee who was hired or promoted or who otherwise voluntarily changed their classification or status after December 12, 1988.

Authorized Position. A collection of duties and responsibilities which require the full- or part-time employment of one person and which has been authorized by the Chief Executive Officer.

Business Unit / Department. A major administrative branch of CPS HR, involving a general line of work, with one or more employees under the charge of one or more individuals, known as managers.

Class Concept. Document describing duties, skills, knowledge and qualifications of a position or group of positions with similar duties, responsibilities and authority. Multiple job titles may be used within a class.

Compensation Ratio. An individual's placement within a salary range, reflected as a percentage from 80 (bottom) to 100 (top).

Demotion. A change in job classification resulting in a placement at a lower salary or salary range.

Dismissal. Involuntary conclusion or cessation of employment with CPS HR initiated by CPS HR.

Domestic Partner: For the purpose of defining a domestic partner under CPS HR's Domestic Partners Benefit Policy the following will apply:

- Domestic partnership is currently registered with a governmental body pursuant to state or local law.
- Both partners have a common residence. It is not necessary that the right to possess the quarters be in both names.
- Neither person is married to someone else nor is a member of another domestic partnership with someone else.
- The partners cannot be related by blood in any way that would prevent marriage in California.
- Both persons must be at least 18.
- Both persons are mentally capable of consenting to the domestic partnership.

Employee Handbook. This collection of rules and procedures concerning CPS HR employment.

Initial Review Period. The initial review period is an extension of the selection process and the supervisor is expected to more closely train, observe, review, counsel, and/or correct a new employee in their position. Consistent with CPS HR at-will employment, an employee may be dismissed with or without cause at any point during employment.

Intermittent Employee. An at-will employee hired for a specific purpose for a limited period of time or an employee who works on an on-call or as-needed basis. Intermittent employees have no reasonable expectation that they will be called or reemployed by CPS HR in the future. They receive no CPS HR-paid benefits except as required by California Law or CalPERS regulations.

Performance Evaluation. A review and evaluation of an employee's performance and capabilities in his or her authorized position by his or her immediate supervisor.

Reduction in Pay. A temporary or permanent decrease in salary rate.

Regular Employee. A person serving in an at-will status on a full or part-time basis who is occupying an authorized position at CPS HR or who is on an authorized leave of absence from such position.

- (a) Full-time -- Regularly assigned to work a minimum of forty (40) hours per week in an authorized position.
- (b) Part-Time -- Regularly scheduled to work fewer than forty (40) but not less than twenty four (24) hours each week in an authorized position.

Salary Range. The minimum and maximum salary payable for each class or pay band.

Separation. The voluntary conclusion or cessation of employment with CPS HR initiated by the employee.

Supervisor. A person who has day-to-day direction and responsibility over the work of a specific employee or group of employees.

Suspension. An involuntary placement of an employee off work without pay.

Work Day. Any day CPS HR is regularly open for business.

Y-Rate. A salary rate authorized by the Chief Executive Officer, which allows the employee to retain a salary above the top step or control point of the established salary range for his/her class.

2 EMPLOYMENT PRACTICES

2.1 *Selection Policy*

This Chapter states CPS HR policy guidelines and procedures for selection, transfer, and promotion.

To operate effectively, CPS HR must be flexible and able to react swiftly to changing business conditions. For this reason, selection policies and procedures must be dynamic, and allow the flexibility required to operate with dispatch.

All appointments and promotions will be based on job relevant qualifications. The preferred methodology in filling vacancies is through a competitive selection process. However, non-competitive processes may be utilized dependent upon the level within the organization, the specialized skills needed by an incumbent to perform the job, or the expediency required in filling the vacancies based on timing and scope of the project or consulting services to be performed. Vacancies can be filled by hiring persons as regular employees, intermittent project consultants, through the use of temporary staffing agencies, or temp-to-hire placements.

All competitive recruitment and selection processes will be posted to the CPS HR website, CPS HR Careers. While the small size and diverse needs of the agency do not permit an exclusive promotion-from-within system, promotion from within will be the first consideration when consistent with the best interests of the agency.

2.1.1 Competitive Recruitment Exceptions

Management and Executive level positions may be filled non-competitively at the discretion of CPS HR. Based on CPS HR succession management policies and practices, CPS HR will use discretion in making placements and may open or may make direct placement without competition.

Positions that have been classified as “flexibly allocated” may be filled on a non-competitive basis. These in-place reallocations normally result from the gradual expansion of duties and responsibilities of the incumbent. (Example: flexibly allocated position where incumbent may be moved from HRC (Level 1) to Senior HRC (Level 2).

Vacant positions may be filled by transfer or reassignment of an employee who possesses the necessary experiences and skill sets, as determined by the hiring supervisor, and who is already classified at or above the level of the vacant position.

Vacant positions may be filled by individuals who are well known in the field and bring new contract work with them, or who possess very specialized skills which will greatly enhance the quality of the product and service delivery to clients.

2.1.2 Reinstatement

- A former CPS HR employee may be reinstated to a position at the same or lower level that was held at the time of separation without a competitive recruitment.
- Former employee needs to make a request for reinstatement in writing for Human Resources. The former employee’s name will be forwarded to the hiring manager for consideration. Reinstatement is at the discretion of CPS HR, based on positions available and the hiring manager’s consideration of qualifications of all available candidates.
- In addition, if the prior employee has gained additional skills and knowledge through subsequent employment that would qualify him or her for a higher level position than previously held, the CEO has the discretion to reinstate at a higher level.
- Re-employment under this provision does not provide for any previous levels of benefits, accruals, and/or pay. The employee begins again as a new hire related to all benefits.
- Non-competitive reinstatement is allowed for up to two years following voluntary separation from CPS HR.

2.1.3 Selection Standards

A recruitment plan will be drafted by Human Resources for each position vacancy, in collaboration with the hiring unit supervisor and/or manager. The plan will include identification of the knowledge, skills, abilities and competencies required and/or desired, and the selection procedures to be followed. For competitive positions, recruitment and selection procedures will be job-related and designed to attract the largest number of qualified candidates.

2.1.4 Transfers and Reassignments

Work is assigned to employees by their respective supervisors and may be reassigned as necessary within each business unit. Individuals in the same classification may be transferred within a business unit at the discretion of the business unit manager. Where an individual is to be transferred between units or sections, both supervisors/managers must agree or the matter must be resolved by a manager responsible for both units/sections.

All employees interested in transfer opportunities should contact HR and express such interest via e-mail or in person. In addition, employees seeking a transfer to a different business unit into a position of the same classification can express their interest to their immediate supervisor and to the supervisor with a vacancy or potential vacancy. If a supervisor is aware of a qualified employee who wishes to transfer before a job is posted and if such transfer is approved, such transaction becomes a non-competitive matter, and posting will be waived. Unit manager should discuss this option with HR prior to making any commitments to an employee.

If transfer candidates apply after a vacancy has been posted, the selection process will proceed as announced, with transfer candidates considered along with others.

2.1.5 Equal Employment Opportunity

All appointments and promotions will be based on merit and fitness without regard to race, creed, ancestry, color, medical condition, marital status, ethnicity, religion, sex, national origin, sexual orientation, disability, age, or any other non job-related criteria. Members of underrepresented protected groups including qualified veterans may be actively recruited in an effort to maintain a work force that approximates the availability of said groups in the appropriate labor market.

2.2 Employee Referral Incentive Program

CPS HR is committed to attracting and retaining the best-qualified staff to support the Vision and Mission of our organization. As an extension of the internal Human Resources Department's recruitment responsibilities, CPS HR will reward regular (full- and part-time) employees with a financial incentive for their efforts in referring qualified, knowledgeable and professional persons for employment consideration. Incentive rewards will be paid for referring individuals for a **regular** position with CPS HR.

2.2.1 Eligibility and Program Guidelines

1. It is a fundamental responsibility of all CPS HR Senior Leaders to continually network and seek out opportunities to attract other human resource professionals who would enhance or complement the CPS HR human resource knowledge base. In keeping with the spirit of their obligations, all CPS HR Senior Leaders are ineligible to participate in the referral incentive program.

2. Employees assigned to the Human Resources Business Unit are ineligible to participate in the Referral Program.
3. Managers and Supervisors may participate in the program only if the referral will not be a direct report.
4. Employees eligible to participate in the program may refer an unlimited number of persons to be considered for employment with CPS HR. There are no limitations on the number of financial incentive rewards that can be received by an employee.
5. If an "Employee Referral" form is submitted by more than one employee for the same referral, the date of receipt by the Human Resources Department will determine the employee eligible for the incentive reward.
6. Former CPS HR employees do not qualify to be a new referral under the program. A referral also excludes persons who are currently working for CPS HR in any one of the following employment categories: intermittent, temp to hire, contractor, or subcontractor.
7. All individuals referred will be required to submit an official CPS HR on-line application during the recruitment / outreach process.

2.2.2 Referral Procedures

1. Regular employees must complete and submit to the Human Resources Department the "**Employee Referral Program**" form, which includes the position for which the referral is to be considered OR the special skill sets the referral possesses to assist in considering the referral for multiple positions within the organization.
2. The form shall also include the prospective employee's name and contact information (email and telephone numbers). A resume and/or business card of the referral may also be attached to the form.
3. Staff in the Human Resources Department shall date stamp the form for receipt tracking purposes.
4. Staff in the Human Resources Department will conduct outreach efforts with the referral candidate.
5. All referral candidates will be considered and processed by the Human Resources Department using the same qualification methodologies and standards as would apply for any other applicant being considered for employment with CPS HR.

6. Human Resources Department staff will not identify to the hiring manager / supervisor the name of the person who referred the candidate. The referred candidate shall be considered by the hiring unit amongst all other certified candidates eligible for hire.
7. If the referral is hired as a regular employee by CPS HR Consulting, staff in the Human Resources Department will notify and thank the employee who made the referral, and process the incentive award.

2.2.3 Incentive Reward

1. An employee will receive \$500 for each new referral who was hired as a new regular CPS HR employee.
2. The employee will receive his/her incentive in two payments: a) \$250 will be paid the pay period immediately following the new employee's start date; and b) \$250 will be paid the pay period immediately following the new employee's successful completion of six months of employment.
3. All incentive rewards are reported as income and are subject to all applicable federal, state, and local taxes, and California law.
4. Employees making referrals which result in new hires will be recognized at CPS HR All Staff meetings.

2.3 *Background Investigation Procedures*

2.3.1 Purpose

Reference checking and background checks are valuable tools for collecting information about a person's past performance related to the qualifications of our CPS HR positions, as well as verifying the accuracy of information provided to the agency on the application, resume or other application documents. This policy outlines CPS HR procedures for verifying information provided by applicants seeking CPS HR employment.

Conducting background checks on applicants will improve the quality of hires, reduce the cost of hiring by reducing turnover and improving productivity, and lessen our liability for negligent hiring.

2.3.2 Policy

1. Background checks will be conducted on 1) applicants for any regular position with CPS HR; 2) any intermittent or temporary agency employee as determined by the manager or HR and; 3) any current employee working in an assignment

that either involves special security concerns, whose job is directly or indirectly involved in a contract in which the client requires CPS HR employees to undergo a background investigation, who is transferring into a federal contract assignment at the discretion of CPS HR, or 4) as determined necessity for business purposes and permission granted by employee.

2. The background checks and verifications will be conducted after 1) interviews have been completed, 2) reference calls have been concluded, and 3) a conditional offer of employment has been made by the manager/supervisor or HR. All background checks will be initiated by HR and completed PRIOR to the first day of employment. Only under special circumstances arranged by HR and the hiring manager shall a new regular, intermittent employee, or temporary agency employee begin working prior to the conclusion of a successful background check.
3. Information verified during the background check will normally include the following based on federal and state laws: Employment history, education/degree verification, licenses and certificates verification, social security number verification, criminal/civil records check, driving record and drivers' license verification (if driving is required). Information to be verified for employees and temporary agency employees will be at the discretion of CPS HR and may vary depending on client contract requirements.
4. In addition, to ensure that employees have the highest possible fiscal integrity, a credit and financial check may be conducted prior to employment of any applicant who will be responsible to supervise or manage functions involving cash, receivables of any kind, accounts payable, payroll, overall fiscal management of CPS HR resources or travel extensively using CPS HR credit cards, based on business necessity. A credit check may be done on other applicants or employees at the discretion and request of the hiring manager and/or based on client contract requirements and in compliance with federal/state law restrictions on use of credit checks for employment decisions.
5. All information discovered during the background check and verification process shall be treated as confidential. Information will not be available to the applicant/employee, except as required by law. Background information and/or summary information is not to be reviewed or read by any employee except as indicated by this policy or with the approval of the Chief Workforce Officer.
6. Any false answers, statements, implications, or derogatory information revealed as a result of the background investigation may be sufficient cause to deny employment or result in dismissal.

2.3.3 Responsibility

1. Human Resources will have the primary responsibility for ensuring the appropriate background check and verifications are completed prior to hire.
2. The hiring manager is responsible for notifying Human Resources of a potential hire, consulting with HR, and clarifying the necessary background checks and verifications based on the position, and obtaining the necessary release form from the applicant and forwarding those signed authorizations to HR.

2.3.4 Procedure

1. The Hiring Unit makes the conditional job offer to applicant/employee after consultation with HR, notifies HR of the conditional job offer, and discusses with HR the necessary checks/verifications for the background investigation.
2. The Hiring Unit notifies HR once the applicant/employee has accepted the tentative job offer and is ready to proceed with the background check. The HR staff will request the applicant/employee to complete, sign, and submit the authorization form.
3. The HR staff will monitor the information being reported. At any time during the background process if adverse information is received which could potentially cause a withdrawal of the job offer, HR staff will consult with the applicant/employee to seek additional information that may clear up any discrepancies and/or negative information. The hiring manager will be contacted, as necessary. HR will notify the hiring manager with its recommendation.
4. If the applicant is cleared for hire, the hiring manager will notify the applicant/employee s/he has been cleared.
5. If the applicant is not hired as a result of the background check, HR will ensure that legally required notification and supporting evidence is provided to the applicant.
6. If a background investigation on a current employee reveals information that leads CPS HR to determine the employee cannot be assigned to the specific project, unit and/or assignment in question, CPS HR will consider whether it is appropriate to place the employee in another CPS HR unit or assignment or transition the employee out of the organization.

2.4 Relocation Policy

2.4.1 Policy

CPS HR seeks to retain the best-qualified staff to ensure the success of the organization and service to our clients. To ensure that we are able to staff all locations with qualified, knowledgeable, and dedicated employees, CPS HR may relocate current staff to other offices. To ensure the willingness of employees to assume new assignments, CPS HR may assist with relocation expenses. For new hires, see Signing Bonuses, as new hires are not eligible under the Relocation Policy.

Written approval for relocation reimbursements must be secured in advance from the Chief Executive Officer or his/her designee, prior to an offer of relocation assistance to a current employee. The Chief Executive Officer will determine whether to offer a relocation package and what the terms are, in conjunction with the Chief Workforce Officer. Generally, relocation expenses for current CPS HR staff will only be authorized if the move is at the request of CPS HR or materially benefits CPS HR.

2.4.2 Guidelines

A determination to authorize relocation expenses will be guided by the following:

- Is there a benefit to CPS HR in relocating a current staff member instead of hiring locally?
- Is there a pool of local talent that may be tapped into?
- Does the employee possess specialized skills, ability, knowledge or experience needed in the new location?
- Is there money in the budget?

2.4.3 Relocation Packages

Relocation Expenses fall into three categories as outlined below:

2.4.4 Costs Associated with Planning a Move

An employee may be provided a lump sum amount of up to \$2,500 (maximum cap) for costs associated with planning or organizing a physical move from one geographical area to another for a CPS HR assignment. The amount is treated as income for the employee and is fully taxable. Moreover, any approved relocation expenses will not be paid until a signed relocation agreement is executed by the employee and CPS HR. The amount of the lump sum will be determined by CPS HR, up to the stated cap of \$2,500. This amount is for the employee to locate and arrange housing in the new area and is expected to cover travel, hotels, food, and miscellaneous expenses associated with this process. Lump sum payment will be made within two weeks after a signed relocation agreement is executed.

2.4.5 Costs Associated with Temporary Housing in New Location

CPS HR may, in its discretion, decide to provide employee with costs associated with temporary housing. If it elects to provide this benefit, CPS HR will arrange for temporary housing for the employee and family (spouse, children, and/or domestic partner and his/her children) in an extended stay hotel or apartment selected and paid for by CPS HR and/or selected by the employee and approved by CPS HR. CPS HR will pay for the temporary housing at a location of its choice for a maximum time period of 30 days. If an employee is required to report to work at the new location with less than 30 days' notice, temporary housing may be authorized for up to 60 days. Temporary housing will only be provided and paid for by CPS HR within the first six months of the reassignment date.

2.4.6 Costs Associated with Moving and Storing Household Furnishings

CPS HR may, at its discretion, reimburse an employee for costs associated with moving and storing household furnishings. If it elects to provide this benefit, CPS HR will reimburse reasonable costs for moving and storing household furnishings up to 14,000 pounds and one vehicle. Storage will be reimbursed only up to a maximum of six months. Reimbursement will be based on lowest of three estimates, submitted by the employee and approved by CPS HR in advance. The employee is responsible for obtaining bids and submitting such bids to CPS HR, and CPS HR will select the moving company from submitted bids. Reimbursement will be paid directly to the moving company and/or storage company. The employee is responsible for all details related to arranging and coordinating the actual move with the moving company. CPS HR may, at its discretion, enter into a contract with a moving company selected by CPS HR and pay for costs associated with such moves directly to the CPS HR selected vendor. In such cases, the employee will use the CPS HR selected vendor for moving and/or storing of household furnishings.

Expenses related to storing and moving household furnishings is limited to a combined amount of no more than \$9,000. Payments or reimbursements for moving and storage expenses will only be paid if completed and submitted for reimbursement/payment within six months from the reassignment date. Any deviations from the monetary cap or reimbursement time limit must be approved in writing in advance by the Chief Executive Officer and be documented in the relocation agreement.

2.4.7 Tax Liability

Certain expense items reimbursed or paid for by CPS HR may be subject to Federal or State income taxes. The employee will be entirely responsible for the applicable tax liability on any payments from CPS HR.

2.4.8 Liability for Repayment

Prior to incurring relocation expenses, the employee must complete and sign a relocation agreement that specifies the terms of the relocation reimbursement. In no case will payments be made without a signed relocation agreement on file.

All relocation reimbursements are in anticipation of continued employment and an actual physical relocation on the part of the employee. The employee must remain employed on a regular full-time basis for at least one year from the date the employee began work in the new location. If the employee voluntarily separates prior to the end of one year or does not relocate to the new location, the employee must refund to CPS HR the gross amount of moving and relocation expenses. The amount to be repaid will be prorated on a monthly basis. For each full month the employee is employed, the amount to be repaid will be reduced by one twelfth (1/12) of total reimbursed expenses (including any lump sum payment).

For employees who received relocation payments or reimbursements, but who do not move, repayment in full will be required. In certain circumstances and where allowed by applicable law, CPS HR may deduct amounts owed to CPS HR from unpaid wages.

Reimbursement may be waived by CPS HR Chief Executive Officer in exceptional circumstances.

2.5 *Signing Bonuses*

CPS HR seeks to recruit and retain the best-qualified staff to ensure the success of the organization and service to our clients. To ensure that we are able to staff all locations with qualified, knowledgeable and dedicated employees, CPS HR may recruit and hire qualified employees who do not reside within a reasonable commute area of the assigned location. To ensure the willingness of new hires to assume new assignments, CPS HR may offer an inducement to accept a particular position.

2.5.1 Guidelines

In determining whether to authorize a signing bonus, the Chief Executive Officer will be guided by the following:

- Does the candidate possess specialized skills, ability, knowledge or experience needed in the new location?
- Is there money in the budget?
- How difficult is the position to fill?
- Is this a key position? Managerial, supervisory or technical?
- Are there well-qualified candidates who would not require relocation?

2.5.2 Bonus Amount

The maximum amount shall be \$15,000 unless the hiring manager can demonstrate severe recruitment difficulty and exceptional candidate qualifications. All exceptions

will be considered on a case-by-case basis by the Chief Executive Officer and shall be approved in writing prior to an offer being made. The actual amount to be offered shall take into consideration the expense and effort incurred by the candidate in accepting the position. Bonuses for staff in the technician pay band may not exceed \$5,000 and require approval of Human Resources or the Chief Executive Officer in writing prior to being offered. No signing bonuses will be provided to clerical staff.

2.5.3 Authorization Process

Signing bonus amounts must be authorized in writing by the Chief Executive Officer or his or her designee prior to being formally offered to a prospective employee and must be included in the offer letter to be considered valid. One half of the bonus will be paid on the second paycheck; the remaining bonus will be paid on the first paycheck following six months of employment, unless otherwise negotiated, approved, and documented in the offer letter.

2.5.4 Tax Liability

Signing bonuses will be considered taxable income to the employee, and subject to applicable tax withholding per current IRS regulations.

2.6 *New Employee Orientation*

This policy establishes uniform guidelines and procedures for orienting new regular and project consultant (intermittent) employees.

2.6.1 Guidelines

New Employee Orientation is an important component of the successful integration of new employees to the CPS HR organization. The goals of New Employee Orientation are to:

- Welcome the new employee to CPS HR and create a positive impression of the organization and the employee's work unit.
- Introduce the new employee to the job, the work environment, the facility, and to coworkers.
- Ensure the employee has the tools and information to be productive as quickly as possible.
- Meet all regulatory requirements and explain benefits and the enrollment process.

The orientation process will vary depending on whether the employee is a regular or intermittent. *Supervisor's Checklist for New Employees* form is available on the HR SharePoint site. The checklist for part-time and intermittent employees may be modified based on the anticipated duration of employment and nature of work performed.

2.6.2 Responsibilities

Human Resources:

- Working with the hiring unit and new employee to complete all required hiring documents.
- Presenting information regarding benefits and options
- Helping the new employee to understand the benefit enrollment process
- Obtaining information necessary to place the new employee in the payroll system
- Coordinating and enrolling new hires in the CPS HR New Employee Orientation Training program.

Supervisors:

- Orienting employees to the work area and facility
- Ensuring that new employees understand the work unit
- Establishing and communicating performance expectations
- Ensuring that employees have the resources necessary to successfully complete the job
- Ensuring that employees attend New Employee Orientation Training
- Setting aside time on the employee's first day to provide a thorough orientation, although training on specific tasks may be delegated to other staff
- Setting aside sufficient time throughout the first week or two to meet with the employee regarding performance standards, expectations, goals and objectives, and to answer questions
- Working with the new employee to develop a performance plan within the first 30 days of employment

The Supervisor's Checklist for New Employees shall be used to ensure that all pre hire and orientation steps are followed and as a guide for introducing new employees to the workplace.

2.7 *Work Hours*

2.7.1 General Policy

Full time CPS HR employees are expected to work a minimum of 40 hours per week. Part-time employees are expected to work the schedule designated by their supervisor. All employees are expected to work the hours necessary to accomplish the mission of CPS HR. Specific schedules will be established as deemed necessary by the manager of each unit.

2.7.2 Overtime

Employees covered by the Fair Labor Standards Act (FLSA) will work in accordance with the requirements of the Act. Employees eligible for overtime may not work overtime without prior supervisory approval.

Pursuant to FLSA standards, overtime is payable when actual hours worked in a week are in excess of 40 hours. Actual hours worked means the total hours worked during a week, less any leave taken for personal leave, or long term sick leave.

Employees exempt from the FLSA are expected to work a minimum of 80 hours per pay period. Employees may need to work additional hours to meet the obligations of their job assignment. Employees may be required to maintain regular office hours to meet staff and client needs.

2.7.3 Breaks

Breaks are at the discretion of the supervisor and normally are 15 minutes in the middle of the morning and 15 minutes in the middle of the afternoon. However, breaks are considered work time and should not interfere with continued business operations. Timing of breaks is also at the discretion of the supervisor. Breaks are not to be combined or added to a meal period or to permit late arrival or early departure from work.

2.7.4 Lunches

Non-exempt employees are required to take a minimum thirty (30) minute lunch break after 5 hours of work, unless they work a total of six (6) hours on any work day. Scheduling of the lunch break is at the discretion of the supervisor, based on the needs of the unit, coverage demands, and/or balancing schedules with other employees.

From time to time CPS HR employees enjoy discretionary organized unit or CPS HR wide luncheon events. Non-exempt employees should record a 30 minute lunch, even though the event might be longer in length. Exempt employees should not include this 30 minutes as time worked on that day. The remainder of the time is coded to unit overhead.

2.7.5 Variations to Work Schedules

CPS HR offices are open from 8am – 5pm Monday through Friday, except during official holiday closures, and general office phones are answered during those hours. Specific working hours are at the discretion of the supervisor of each unit. Supervisors may vary, flex, or change work schedules to meet the needs of CPS HR and/or the employee. Alternative work schedules are allowed (including telecommuting, shortened workweek, flex hours), when consistent with effective business operations. All work schedules, however, must be approved in advance by the supervisor.

2.7.6 Compensatory Time

CPS HR allows regular non-exempt employees the option of receiving paid overtime (OT) in the period earned or accruing overtime, in the form of compensatory time (CTE), for later use.

Employees who are requested to work OT can choose between paid OT and CTE. CMP (comp time taken) is at the discretion of the Manager and should be handled in the same manner as personal leave /holiday usage.

Each August, CPS HR will payout CTE for employees who have a balance above 10 hours in their leave balance as of the last pay period ending in July. All payouts will leave a balance of 10 hours CTE.

Employees may accrue a maximum of 80 straight time hours (120 compensatory hours at time and one half). Any hours worked in excess of maximum will be paid as overtime in the period earned. Overtime may be split (CTE or paid out) in the pay period.

CTE may be taken as a cash payment at the employee's current rate of pay at any time upon written request (e-mail accepted). CPS HR may require CTE to be paid out at any time. Payment will be made with the next regular payroll. CTE balance will be paid out at the time of termination from employment at the employee's current rate of pay.

In the event an employee is promoted from a Non-Exempt to an Exempt position, the employee will be paid the balance of his/her CTE prior to promotion and will no longer be eligible for CTE. A separate check will be issued on the next pay period ending date at the rate of pay prior to promotion.

2.7.7 Absences

Supervisors will make every reasonable effort to accommodate requests for planned absences but may defer or modify such requests when essential to efficient operations.

Unscheduled absences hinder efficient operations; consequently, except for debilitating illness or emergency, all absences should be planned with the supervisor in sufficient advance time to allow alternative coverage of work. Unanticipated/unscheduled absences that chronically impact accomplishment of CPS HR objectives will be dealt with through the disciplinary process.

On each day of an unscheduled absence, employees must telephone their supervisor before the start of their work day, if possible, but at a minimum, within 30 minutes after the start of their usual work shift.

2.7.8 Time Sheets

All employees shall complete time sheets on a daily basis. Time sheets shall accurately reflect hours worked each day and shall include appropriate corresponding project and/or administrative accounting codes. Notes highlighting tasks performed shall also be included.

2.8 Internship Policy

2.8.1 Purpose

CPS HR Consulting recognizes the value of a structured intern program for the mutual benefit of the business unit as well as the aspiring professional. For this reason, we invite eligible current students and recent graduates to take part in our Internship Program. The Internship Program is geared towards those students with excellent qualitative research and analytical skills, strong writing and communication skills and who are able to work collaboratively as part of a team. In addition, applicants should have a strong interest in working with Federal, State, or local government, as well as for non-profit agencies. CPS HR Interns are afforded the opportunity to work with seasoned Human Resource and Management consultants in an entrepreneurial, not-for-profit setting, interacting with clients and working on projects, for the improvement of public sector human resource and management services.

Eligible students are those who maintain a grade point average of 3.0 or higher and are juniors, seniors, graduate students, or recently graduated in an applicable academic program.

Applicable academic programs are: Business Management, Human Resources, Public Administration, and Industrial Psychology, or a related administrative and management field.

2.8.2 Paid Internships

Paid Interns will be compensated on an hourly basis, depending upon experience and academic expertise, in accordance with the CPS HR Class and Pay Plan for internship pay. Interns are expected to work 15-40 hours per week, per prior arrangement with the CPS HR Project Manager. CPS HR values work-life balance and will make every reasonable effort to be flexible in this area. Supervisors will determine a schedule at the onset of the internship. Changes to scheduling should be made with a practical amount of advanced notice.

Interns will not be eligible for medical benefits and other CPS HR paid benefits available to full- or part-time, regular employees.

2.8.3 Internships for Academic Credit

Positions taken for academic credit must obtain prior approval by the student and student's academic advisor/school. CPS HR will rely on the student to obtain the

required approval for academic credit and will work with students and advisors to ensure that the position meets the specified academic criteria. An assigned Internship Coordinator for the business unit or the immediate supervisor will act as a liaison for CPS HR in arranging the internship and signing necessary college paperwork.

2.8.4 Intern Conduct, Orientation and Training

CPS HR is proud of its reputation for providing quality consulting services to its clients in an environment that promotes the CPS HR vision, mission, and values. Interns with CPS HR are expected to maintain the highest standards of professionalism at all times and to adhere to CPS HR Policies and Expectations during the course of their internship.

During the first week, interns will be expected to participate in a modified orientation about CPS HR, conducted by the Internship Coordinator within the business unit or HR, so that they have a sense of our vision, mission, values, and expectations.

In the weeks that follow, the CPS HR Project Manager or designee will manage workflow for the interns on a day-to-day basis and determine their involvement in projects based on CPS HR's business needs and the intern's abilities and skill level.

Each business unit that wishes to use interns will be responsible for assigning an Internship Coordinator, who will act as the overall liaison with interns, colleges/universities and project managers who may desire to use the services of an intern.

2.8.5 Ethics, Confidentiality and CPS HR Property

Interns, like all CPS HR employees, are expected to adhere to the Ethics, Security, and Confidentiality Standards detailed in the CPS HR Employee Handbook.

2.8.6 Internship Assignments

CPS HR recognizes the value of gaining "real-life" work experience in addition to pay. Therefore, CPS HR will try to provide a well-rounded variety of work experience during the course of the internship in order to enable the student to be involved in various segments of the business and have exposure to appropriate client-consultant interactions.

The duties listed in this policy are not extensive or inclusive, and are only provided as examples of duties that may fall within the scope of a CPS HR internship. In order to maintain CPS HR's high standards of quality and client confidentiality and satisfaction, the ultimate decision-making authority as to what the role of the intern will be on any given project will rest with the CPS HR Project Manager or designee and placement will be done in conjunction with the business unit's Internship Coordinator.

Examples of duties that could be performed by interns:

- Participate in client analysis
- Assist in the documentation of process steps
- Conduct research and perform functional and statistical analysis
- Develop process flow charts using Visio
- Develop Standard Operating Procedures
- Assist in the development of materials and deliverables to be provided to clients
- Assist in training and implementation of various programs and processes
- Participate in client discussions and planning sessions
- Visit client sites
- Participate in client interviews or focus groups
- Participate in staff meetings
- Compile, organize, analyze, interpret, and prepare data and information for reports and presentations
- Apply theoretical and practical knowledge to perform routine analysis
- Communicate with internal and external clients in a professional manner
- Assist in gathering job analysis data
- Research best practices and market data
- Assist in the preparation and administration of surveys

2.8.7 Internship Request and Management Oversight

Because CPS HR Internships may occur during the summer or semester, Project Managers are requested to provide the following initial information to the business unit Intern Coordinator once a project has been identified as having an internship opportunity:

- Project Name
- Number of Hours Required
- Position Title
- Academic Majors Applicable to the Project
- Eligibility Requirements (writing samples, transcripts, etc.)
- Organization/Client Description
- Job Description Template (blank to be provided by the Internship Coordinator)
- Compensation

The Internship Coordinator and Project Manager will collaborate to complete the job description template including: position description, salary range, and hours for the internship.

The Internship Coordinator may post the opportunity as required and, working with HR as necessary and appropriate, screen initial applicants and provide qualified applicants to the Project Manager for final selection.

Once selected, the Internship Coordinator will complete the selection and on-boarding process with the selected intern.

Project Managers or designees will be expected to provide ongoing feedback to the interns and meet with them regularly throughout their internship experience at CPS HR. Project Managers are encouraged to discuss current trends in the industry and CPS HR and provide any additional information that might be helpful to exploring potential career paths within CPS HR and the consulting profession.

2.8.8 End of Internship Feedback

Each business unit Internship Coordinator will contact the intern from time-to-time to obtain feedback on the CPS HR Internship Program. Interns will be encouraged to contact their CPS HR Internship Coordinator with questions, concerns or suggestions related to their internship experience.

In addition, all interns will be requested to fill out an Internship Exit Form at the end of their internship rating their experience and providing optional feedback to CPS HR.

2.9 *Employment of Relatives*

In order to avoid conflicts of interest or create the appearance of potential favoritism, this section states CPS HR policy and procedure regarding employment of relatives of CPS HR employees.

The procedure established for employment of relatives provides guidelines for employing more than one member of the same family at the same time. In certain situations, relatives of employees will not be allowed to work for CPS HR. In addition, the policy addresses the issue of expected CPS HR employee behavior and role in the employment of CPS HR relatives with vendors and/or sub-contractors with whom CPS HR does business.

For the purpose of this policy, a relative is husband, wife, registered domestic partner, father, mother, son, daughter, brother, sister, in-laws, grandchildren, grandparents, stepparents, stepchildren, stepbrothers, stepsisters.

2.9.1 CPS HR Employment Guidelines

1. Employees will not be hired or supervised, either directly or indirectly, by relatives.
2. Relatives will not be assigned to the same immediate supervisor.
3. Relatives of Board members or the Chief Executive Officer will not be hired.

4. Relatives of any CPS HR employee will only be hired through a competitive process.
5. When promotions, transfers, or marriages would place employees in a position conflicting with policy, the Chief Executive Officer or Chief Workforce Officer will review the situation to ensure adherence to policy.
6. At the discretion of the hiring manager, proctors hired on an intermittent basis may be provided an exemption from the rules set forth in this policy. However, the manager is responsible for ensuring that procedures and oversight are put into place to prevent potential conflicts of interest or the perception of favoritism.

2.9.2 Selection Procedures

1. HR will review applications to determine if any applicants have a relative working for CPS HR.
2. Consider the applicant for the vacancy and explain CPS HR's policy on the employment of relatives.
3. Make an offer only if suitable arrangements can be made that are consistent with policy. If not, the candidate may not be hired for the particular vacancy but could be considered for other current openings in the same class in another division or work unit or could reapply for future openings.

2.9.3 Vendor and Sub-Contractor Relationships

1. In order to avoid conflicts of interest or create the appearance of impropriety, CPS HR employees shall not solicit or in any way assist an immediate family member to gain employment with vendors and/or subcontractors of CPS HR. For purposes of this policy, a family member includes husband, wife, registered domestic partner, father, mother, son, daughter, brother, sister, in-laws, grandchild, grandparent, stepparent, stepchild, stepbrother, stepsister.

2.10 *Emergency Succession Plan*

2.10.1 Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of CPS HR Consulting and its service to clients, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Chief Executive Officer (CEO) in the event of an unplanned and extended absence of the CEO.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functioning.

2.10.2 Priority Functions of the CEO position at CPS HR Consulting

Among the duties performed by the CEO, the following are the key functions of the CEO to be covered by an acting director:

1. Serve as the organization's principal leader, representative, and spokesperson to the greater community and clients;
2. Support the Board of Directors
 - a. Ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership.
 - b. Assist with orientation of new Board members.
 - c. Prepare Executive reports to the Board of Directors and Executive Committee and attend various Committee meetings, as necessary.
3. Convene and lead the management team
4. Participate in the recruitment, interview, selection, and evaluation process for directly supervised staff and other key executive and management positions.
5. Strategize the organization's short-range and long-range program and project goals, particularly in organizing and planning:
 - a. Identify overall resource development goals and revenue goals
 - b. Establish, maintain, and cultivate relations with clients, community organizations, and professional organizations that use and/or impact CPS HR services, products, and activities
 - c. Maintain accountability for current year operating budget and for financial performance of portfolio

2.10.3 Succession plan in event of a temporary, unplanned absence – SHORT-TERM

1. Definitions
 - a. A temporary absence is one in which it is expected that the CEO will return to his/her position once the events precipitating the absence are resolved.

- b. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
 - c. A short-term absence is three months or less.
- 2. Who may appoint the Acting CEO
 - a. The Board of Directors authorizes the Executive Committee to implement the terms of this emergency plan in the event of an unplanned absence of the CEO.
 - b. In the event of an unplanned absence of the CEO, the Chief Workforce Officer shall immediately inform the Chair of the Board of the absence.
 - c. As soon as feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or make modifications the Committee deems appropriate.
- 3. Standing appointee to the position of Acting CEO
 - a. The Chief Workforce Officer shall serve as Acting CEO in the absence of the CEO, at least until the Board Executive Committee can meet to make an interim appointment.
- 4. Back-ups for the position of Acting CEO
 - a. Should the Chief Workforce Officer be unable to perform as Acting CEO, the Board Executive Committee will assess other options such as appointing another CPS HR management employee or selecting an external candidate for the acting position.
 - b. In the event the standing appointee, the Chief Workforce Officer is new to the CWO role and fairly inexperienced with CPS HR Consulting, the Executive Committee may also decide to appoint another CPS HR management employee or external candidate into the temporary acting assignment. The Executive Committee may also consider the option of splitting executive duties among several appointees.
- 5. Authority of the appointee
 - a. The person appointed as Acting CEO shall have the full authority for decision making and independent action as the regular CEO
- 6. Compensation
 - a. Compensation for the Acting CEO will be determined based on negotiations between the Board Executive Committee and the designated individual. Once determined, the appointment period and compensation will be documented in writing.
- 7. Board member responsible for oversight and support to the Acting CEO
 - a. As with the CEO, the Board Chair will have the responsibility of monitoring the work of the Acting CEO. The Board Chair will also be alert to the special support needs of the executive in this temporary leadership role.
- 8. Communications Plan

- a. As soon as possible after the Acting CEO has begun covering an unplanned absence, Board members and the Acting CEO shall communicate the temporary leadership structure to key clients, community and professional organizations to CPS HR Consulting.

2.10.4 Succession plan in event of a temporary, unplanned absence – LONG-TERM

- 1. Definition
 - a. A long-term absence is one that is expected to last more than three months
- 2. Procedures
 - a. The procedures and conditions to be followed shall be the same as for a short term absence with two additions
 - i. The Board Chair and Executive Committee will give immediate consideration, in consultation with the Acting CEO, to temporarily backfilling the CPS HR management position left vacant by the Acting CEO (if the position is filled with a CPS HR employee). This is in recognition of the fact that, for a term of more than three months, it may not be reasonable to expect the Acting CEO to carry the duties of both positions. The function of a temporary manager would focus on covering priority areas in which the Acting CEO needs assistance.
 - ii. Compensation for the backfilled position would be left to the discretion of the Acting CEO, but in no case would be more than 5% or minimum of the range of the position backfilled whichever is greater.

2.10.5 Succession plan in event of a PERMANENT unplanned absence

- 1. Definition
 - a. A permanent absence is one in which it is firmly determined that the CEO will not be returning to the position.
- 2. Procedures
 - a. The procedures and conditions shall be the same as for a long-term temporary absence with one addition
 - i. Within 30 days, the Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new regular CEO.
 - b. It shall be the responsibility of this committee, with the support of the Chief Workforce Officer, to implement the following preliminary transition plan:
 - i. Communicate with key stakeholders regarding actions taken by the board in naming an acting successor, appointing a transition committee, and implementing the succession policy.
 - ii. Consider the need for consulting assistance based on the circumstance of the transition.

- iii. Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next regular leader.
- iv. Establish a time frame and plan for the recruitment and selection process.
- v. The Board should use similar procedures in case of an executive transition that simultaneously involves the CEO and other key management staff. In such instance, the board may also consider temporarily subcontracting some of the organizational functions.

2.10.6 Approvals and maintenance of records

- 1. Succession plan approval
 - a. This succession plan will be approved by the Board of Directors
- 2. Upkeep of the plan
 - a. The plan shall be reviewed, updated, and affirmed by the Board of Directors periodically.

2.11 *Exit Interview Process*

This policy establishes uniform guidelines and procedures for conducting exit interviews of separating employees. This policy defines business unit specific responsibilities as well as Human Resources responsibilities.

2.11.1 Guidelines

The exit interview process is designed to identify why employees choose to leave CPS HR and to assess perception of and satisfaction with organizational policies and practices, as well as salaries, benefits, and working conditions. This information will be used to address problems and to improve or modify management practices, salary, benefits, and working conditions.

The exit interview process will vary depending on whether the employee is voluntarily leaving the organization or if CPS HR initiates the separation. This process should be used for all regular employees. Long-time intermittent or part-time employees may participate in the interview process, at the discretion of Human Resources.

2.11.2 Responsibilities

- 1. The business unit will:

- a. Notify Human Resources as soon as the employee provides verbal or written notification of impending resignation or retirement, or when the supervisor has decided to discharge or lay off the employee.
- 2. Human Resources will:
 - a. Maintain the exit interview survey form that is sent to exiting employees.
 - b. Schedule an exit interview with the employee as close as possible to the employee's last day of work.
 - c. Send the questionnaire to the employee at least three days prior to the exit interview date.
 - d. Conduct the exit interview.
 - e. Evaluate the exit interview information to determine if issues identified need to be addressed and identifying trends for departing employees.
 - f. Provide feedback to business units as appropriate – honoring requests for confidentiality.
 - g. Maintain completed questionnaires for two years.
 - h. Maintain a database to track and monitor feedback from exit interviews.

2.12 Re-Employment Policy

2.12.1 Layoff

When an employee is laid off it is generally due to organizational re-structuring and/or financial impacts, so employment in another regular or intermittent position will likely not be immediately available. Laid-off employees are eligible for re-employment. However, re-employment will be based on organizational needs.

2.12.2 Retirement

Re-employment will be based on organizational needs. Re-employment as an intermittent could begin following a one pay period separation window and must follow CPS HR policies and procedures to ensure compliance with California statutes pertaining to CalPERS. Succession planning to plan backfill for the retiring employee should be a part of the process in advance of the retirement date, including efforts to build that knowledge and skill base in others in the organization.

2.12.3 Voluntary Resignation of Regular Employee

Re-employment to a regular position will be based on organizational needs and the attitude of the employee upon resignation.

2.12.4 Involuntary Termination

When an employee is involuntarily terminated, he/she is not eligible for re-employment. This includes regular, intermittent, and proctor employees.

2.13 Release of Employment Information on Employees

It is CPS HR policy to provide the following information on reference checks for employees without a written release from the current or former employee.

- A. Title
- B. Dates of Employment
- C. Classification
- D. Verification of Salary only

Because many employees leaving CPS HR would like to have a reference, it is desirable to provide some information. However, to avoid the potential for litigation, only comments in an employee's performance plan documents or performance appraisal will be used and information will be released **exclusively** by CPS HR managers or Human Resources. Managers will not elaborate on information in the performance appraisal or performance plan and will state, either verbally or in writing, the CPS HR policy above. A copy of each employee's performance appraisal is in his or her personnel file and will be made available for review upon written request.

Managers will give out only information specified in "A" through "D" unless an employee signs a written release requesting that performance plan and appraisal information be shared. Releases will be maintained in the employee's official personnel file.

When providing information other than A through D, the entire appraisal will be given rather than excerpts from the appraisal.

For intermittent consultants, managers or supervisors will provide factual information on the type of service provided by the intermittent consultant, the length of time the intermittent consultant worked with CPS HR, interactions with clients, and an accurate assessment of the services they provided.

2.14 CPS HR Project Consultants – Employment Relationship

2.14.1 Project Consultants

- A CPS HR employee who performs professional consulting work on an 'as-needed' basis is guaranteed no certain number of hours weekly or annually and is paid on an hourly basis when actually performing work for CPS HR. Alternately, pay *may* be by agreement and be defined on a fee per project basis based on business requirements/needs (flat rate).

- Project Consultants receive limited benefits. As intermittent employees, project consultants are required to participate in an alternative retirement plan since CPS HR does not participate in Social Security. Project Consultants are also allowed to participate in CPS HR deferred compensation plans. Both plans are entirely employee funded.

2.14.2 Resident Project Consultants

- Resident Project Consultants are defined as described in 2.14.1, except that they are generally provided work space in one of the CPS HR offices, as required by business needs, and may be provided other CPS HR work tools and supplies. These individuals usually work a significant portion of their project hours at a CPS HR facility.

2.14.3 Identification Badges

- ID badges (with appropriate Sonitrol access levels) will be provided to Project Consultants based on supervising manager request and Chief Workforce Officer approval. The CPS HR ID Badges policy is to be followed.
- Facilities access level will be determined by the supervising manager as approved by the Chief Workforce Officer based on project needs. Requested access levels are expected to adhere to CPS HR standards unless a notable exception is warranted.
- Business cards or related identification (based on business needs) will reflect assignment to the appropriate main office location (i.e. either Sacramento or Bethesda).

2.14.4 Space

- "Hotel space" will be made available in CPS HR offices both in Sacramento and Bethesda for use by project consultants on an as needed basis. Hotel spaces will include a desk area, a computer with access levels as established for Project Consultants, printer access, and a phone. In addition, copy and fax capabilities will be available to Project Consultants working out of hotel spaces.
- Resident Project Consultants may be assigned work space within the office setting dependent on the nature of their work assignment, the longevity of the contract, or other factors as determined by the Project Manager in collaboration with the Chief Workforce Officer. Resident Project Consultant work space will include a desk area, a computer with access levels as established for Project Consultants, printer access, and a phone. In addition copy and fax capabilities will be available within the office setting.

2.14.5 Technical Support

- A CPS HR email address will be made available to all Project Consultants. The request is processed through the ISD department using standard on-boarding forms.
- CPS HR will provide a web portal or other communication structure (i.e. SharePoint) affording Project Consultants access to data and documents necessary to their work. Level of access to CPS HR data and documents and/or project work documents will be determined by the supervising manager as approved by the unit Senior Leader. Critical communications distributed via email may also be included on the portal to assure project consultants have access to needed information.
- Standard boilerplate documents, report templates, and related tools will be made available to contract consultants via the above described communication structure.
- Project Consultants are generally expected to provide their own technical tools for use at home or work sites. Any exceptions to this policy are at the discretion of the project manager and Chief Workforce Officer and require consultation with the ISD Division Manager. Exceptions are to be documented and kept on file.
- Project Consultants are expected to provide their own PDA's and cell phones, as their needs demand. CPS HR will reimburse Project Consultants for CPS HR business related phone charges based on submitted expense reimbursement claims up to a level of \$20.00 per month. This reimbursement is taxable under IRS rules and therefore will be treated as taxable income. The project manager and/or supervisor are responsible for pre-approving phone related reimbursements based on project need. Telephone calling cards may also be made available to Project Consultants. These will generally be client billable.

2.14.6 Travel

- Business related travel for Project Consultants will generally be client billable. Nevertheless, it is still important to monitor and manage costs as a service to our client.
- Travel arrangements for Project Consultants will be based on the same standards set for regular employees and will be expected to be set up via the CPS HR travel management system.
- Identified travel liaisons with access to the CPS HR travel management system are expected to assist Project Consultants with travel arrangements as they have access to the travel management system.
- Project Consultant travel will be monitored based on valid project codes and pre-approval by the managing supervisor.

2.14.7 Administrative Support

- Any project related administrative support needs encountered by project consultants that are not directly client billable must be pre-approved by the project manager* and/or become the responsibility of the business unit engaged in the project.

- Administrative support time and costs that are not directly project related should be limited and require review and approval by the Chief Workforce Officer or designee in advance of engaging the required support personnel or service. (*Assumes the project manager is a regular CPS HR employee.)

3 COMPENSATION, CLASSIFICATION AND PERFORMANCE MANAGEMENT

3.1 *Salary Administration*

This section states CPS HR policy, guidelines, and procedures for setting employee salaries.

Except as otherwise provided in this policy, the standard salary schedule adopted by the CPS HR Board of Directors shall be used to determine salary ranges to compensate all regular CPS HR employees. CPS HR salaries shall be internally equitable and externally competitive.

3.1.1 Guidelines

1. A class and pay plan shall be established by the Board of Directors annually after considering staff recommendations based on internal and external market analysis. The CEO may add or delete classes to/from the pay plan and set appropriate salary ranges as necessary throughout the year, based on needs of business units.
2. Salary ranges shall be established with a minimum and maximum for each class. Bonus pay will be paid as a lump sum and will not become a part of base salary. Bonus pay will only be paid for superior performance and contingent on CPS HR ability to pay.
 - a. Salary ranges and pay bands will be set, using both market data and application of internal relationships, to establish certain percentage differences between pay bands within the overall class/pay structure. The percentage spreads between pay bands may be adjusted periodically, based on changing business needs, organizational re-structuring, and/or new market data.
 - b. Current internal pay band relationships are set to maintain the following relative internal relationships.
 - i. Level 1 Professional (20% below Level 2)
 - ii. Level 2 (Benchmark class)
 - iii. Level 3 (15% above Level 2)
 - iv. Technical Specialist I (10% above Level 3)
 - v. Manager I (15% above Level 3)
 - vi. Manager II (15% above Manager I)
 - vii. Division Manager (10% above Manager II)
 - viii. Senior Leader (15% above Manager II plus compare against Benchmark data)

- ix. Practice Leader (10% above Senior Leader)
- c. Certain classes within each pay band, however, may have salary ranges that are higher or lower than the overall pay band relationships based on market information or business need.
- 3. Senior Leader salary will be a combination of base pay within ranges, bonus pay as defined in the Senior Leader's employment contracts, and any applicable guidelines established by the Board of Directors. Though salary ranges will be established for Senior Leader and Division Leader positions, actual compensation for individual incumbents may vary from established pay ranges as defined in the applicable employment contracts. Employment contracts for Senior Leaders and/or Division Managers will be entered into at the discretion of the CEO.
- 4. Application of Y-rated salaries: Whenever an employee's salary range is decreased as a result of action taken by CPS HR without fault or inability on the part of the employee, and the maximum of the new range is less than the salary the employee was receiving, the Chief Executive Officer may adopt a Y-rate to apply only to the employee so affected. The Y-rate allows the employee to continue receiving a salary rate which is more than the maximum of the established salary range for the employee's class. An employee for whom a Y-rate is established shall not receive any salary increase until his/her actual salary is within the established range for the employee's class. Y-rates will be approved for a maximum of three years. If an employee is demoted to a lower pay rate or pay range as a result of unsatisfactory performance or discipline, Y-rating will not apply.
- 5. Promotions
 - a. Whenever an employee is promoted to a higher paid classification, or when an employee's position is reallocated to a higher paid classification or a higher salary range and the employee retains that position without competition, the employee shall receive a placement in the higher range which provides an increase of five (5) percent.
 - b. An employee who is promoted will be given a narrative review after six (6) months in the new position. However, that employee shall receive no new ROPP rating for performance in the new class at that time and no pay increase at that six (6) month review period.
- 6. Salary Placements
 - a. All salary increases shall be based on merit and performance as determined by written standards or agreements specified in employee performance plans and shall be administered based on the Results Oriented Pay Plan.

- b. Employees may be paid below the minimum of the salary range for their class if the business unit manager believes that job performance or experience does not merit payment within the range.
- 7. Newly hired CPS HR employees serving an initial review period of six (6) months will be given a narrative review only at six (6) months and no ROPP rating. In exceptional cases, senior leaders may recommend an increase following the initial review period, but this must be justified and approved by the CEO.

Employees who have served less than six (6) months may be eligible for organization wide market adjustments that are made to their class or pay band. However, depending on their length of tenure, the senior leader has the discretion to provide no increase in the employee's pay at the regular pay increase cycle, even though their pay range/pay band has been moved based on a market survey. In that case, the employee would not be eligible for a salary range adjustment until the next regular cycle for salary increases.
- 8. Placement above Range Maximum: In exceptional situations, the Chief Executive Officer may authorize hiring an employee above the range maximum of an exempt class to recruit someone whose combined experience and education clearly exceed expectations for the class. This should only occur when employment of the person will clearly enhance CPS HR's ability to serve its clients. The new employee may then be Y-rated upon employment, at the discretion of CPS HR. Non-exempt employees may not be hired above the maximum of the salary range for their class.
- 9. Any new employee hired by December 31 of the calendar year will be eligible for a bonus and range movement during the annual ROPP process. In addition, any new employee hired within a 'grace period' of up to the 2nd Friday of January, the Manager will have discretion to rate or not rate the employee during the annual ROPP evaluation process. If no performance plan has been completed, or if the manager is unable to rate the employee, the employee will not be eligible for a bonus. However, the employee will be eligible to receive any market adjustment made to their pay range.

3.2 Results Oriented Pay Program (ROPP) – CPS HR Performance Management and Rewards System

3.2.1 Introduction

At its April 1989 meeting, the Board approved the Results Oriented Pay Program (ROPP). This plan reflects our value to "revere hard work and pay for results."

The CPS HR ROPP program is designed to fit our culture: an entrepreneurial public agency seeking to continually improve and keep a balance between caring for our customers, caring for each other, and caring for the organization (financial sustainability).

ROPP provides the guidelines for distributing salary increases at CPS HR. The premise is that employees will receive increases based solely on performance as determined by conformance to a performance plan jointly developed by the supervisor and the employee. Supervisors will evaluate employees and will make recommendations for individual salary increases. Second-level supervisors or department managers will make the final decision on individual increases. However, the CEO will be responsible to ensure the management team maintains organizational consistency in administration of the program.

All employees will be evaluated and paid under the same system. However, different market comparison benchmarks may be used for non-exempt positions versus exempt positions in determining the pay ranges of various positions. Also, different bonus levels may be available for non-exempt and exempt positions.

The Results Oriented Pay Program will be reviewed and evaluated on an annual basis by the senior leadership team and adjustments made to the program content to ensure its continued effectiveness in differentiating performance and rewards and supporting attainment of organizational goals and objectives.

3.2.2 Pay Levels

Pay levels for CPS HR job classes are based on a combination of external, or "market," pay information and appropriate internal pay differentials with other CPS HR job classes.

Internal pay differentials are established by comparing jobs to determine similarities and differences. Jobs which have sufficiently similar job duties, level of responsibility, and employment background requirements are placed in the same pay range and are given the same class title. Jobs in the same occupational area, but different in level of responsibility and employment background requirements may be placed in a series (i.e., Level 1, Level 2, and Level 3) and assigned to different pay ranges based on relative differences in level of responsibility and employment background requirements.

External comparisons are made by selecting "benchmark" jobs (key classes) within the organization to compare to jobs performing similar duties in other organizations (the market). Once the benchmark pay ranges are determined, the salary ranges for linked classes are established based on internal comparisons with the benchmarks. It is CPS HR's goal to set the maximum of our salary ranges after considering both the mean and median of the maximum of the market's salary ranges. An annual survey will be completed in October/November.

Non-exempt positions' target for market comparisons is based on location within the greater Sacramento Metropolitan Area, competition for public employees in similar job classes locally, and performance of significantly similar public personnel administrative functions. The local market includes:

Federal Government – Sacramento

State of California
County of Sacramento
City of Sacramento
ERI Data Sacramento – all industries

Exempt positions' target market is a public sector market reflecting diversity in type of public agency within the Sacramento, CA and Bethesda, MD regions, as well as firms employing consultants within those same regions. These agencies are intended to accurately reflect 1) where we need to recruit to attract high quality candidates, and 2) establish a market broad enough to be competitive in most locations nationwide. The market for exempt positions includes:

City of Sacramento
County of Sacramento
Federal – Sacramento
State of California
ERI Data – Sacramento 50 mile radius – all industries
City of Alexandria
City of Washington, DC
County of Fairfax
County of Montgomery
State of Maryland
Commonwealth of Virginia
Federal – DC Region
ERI Data – Bethesda 50 mile radius – all industries

Executive and managerial positions may include a combined expanded public and private sector market as established by the Board of Directors.

The CPS HR goal is to set our salary ranges to ensure our ability to attract and retain a high quality workforce. However, since our first priority is to reward individuals based on performance, if there is a gap between CPS HR salary ranges and our market but insufficient funds to provide for both market based adjustment and performance bonuses, we will give priority to performance pay. This allows more money for performance pay.

3.2.3 Pay Policy

As indicated previously, the maximum of CPS HR's pay ranges are tied to the maximum of the ranges in our market. The bottom of our ranges is 20 percent lower than the maximum. At CPS HR, placement of employees within pay ranges will be based on performance expectations and individual fulfillment of those performance expectations. The bottom area of a pay range is for new and less experienced employees within each job classification. The top area of each range is for experienced employees, who, with consistent application of their job skills, have regularly achieved "above standard" or better job performance of the full scope of their job duties.

Exempt employees who excel in job performance may also be eligible for annual performance bonus pay which can exceed their actual base pay received by up to 20%. FLSA employees who excel in job performance may be eligible for annual performance bonus pay of up to 12% of their actual base pay received, including overtime.

The important difference in CPS HR's pay policy is that all increases in pay are based on and directly related to employee performance. Pay increases are not "across the board" and will not be automatic. Our pay philosophy is that dollars received mainly reward job performance, less importantly they represent changes in labor market rates or employee experience in a job classification.

3.2.4 Pay Administration

Pay administration policy has been developed by connecting the pay policy to the performance rating descriptions; i.e., an employee's pay is adjusted at a reasonable pace to a point in their range that is consistent with the pay policy and their performance rating. Employees that achieve an "exceeds standards" rating and maintain it can expect to progress to the top of their range, depending on the annual market based range adjustments. Ratings of a minimum of "4" through the "5" ranking reflect superior performance. Ratings of "6" reflect exceptional distinguished performance. Employees with lower ratings can expect to reach mid-range or less. Pay is administered once each year at the same time for all employees. Distinguished employees may receive pay above their base pay in a lump sum during the annual pay administration period. Only employees on the payroll during the annual pay administration period are eligible for increases to their placement in the salary range and lump sum performance pay.

Pay increases are guided by a "**pay grid**" designed to correlate pay administration with performance rating. The actual matrix used will vary from year to year depending on a variety of factors such as market movement and CPS HR's ability to fund salary range increases. Annually, Human Resources provides ROPP training to all employees. Guidelines for application of the pay grid, salary setting methodology policy, bonus structure, and other important information will be presented at the annual training and copies of applicable documents will be made available to all employees.

3.2.5 Performance Management

Each regular CPS HR employee, in concert with his/her supervisor, is required to complete an annual performance plan which describes accountabilities, performance indicators, and objectives to be completed during the period covered by the plan. Each employee will receive a performance evaluation that compares accomplishments to performance plan commitments, performance in the competencies required to carry out their core job, how well they perform as an organizational citizen, and how well they provide service to internal and external clients.

3.2.6 Goals of a Performance Management Process

1. Clarify understanding of the goals of the organization and work unit.
2. Establish mutual understanding between employee and supervisor about the job performance standards and expected results.
3. Provide employee with useful feedback on their performance compared to established performance standards and expected results.
4. Improve employee productivity and job satisfaction by recognizing individual strengths and providing development plans for areas in need of improvement.

3.2.7 Definitions

1. Accountabilities: Represent the major focus of a job and are expressed as the key "end results" on the performance plan. Includes core job function and client satisfaction for all employees.
2. Results and Evidence: Indicators of successful or unsuccessful performance for each accountability. They are either qualitative or quantitative.
3. Objectives: Identify a means to satisfy a job's accountabilities. They are specific statements of planned accomplishments. They identify results to be achieved, time frame, and resource constraints and are related to organizational goals and objectives.
4. Performance Plan: Annual document developed by the employee and his/her supervisor to outline supervisory expectations and employee responsibilities in meeting job accountabilities. These plans assure employee activity is linked to organizational goals and objectives.
5. Performance Evaluation: Evaluations linking employee accomplishments to performance plan objectives. Performance evaluations will be used to determine performance pay as part of the Results Oriented Pay Program.

3.2.8 General Procedures

1. All employees will prepare, in collaboration with their supervisor, an annual performance plan based on assigned accountabilities. For current employees, generally annual performance plans are developed and become effective in July of each year.
2. Within 30 days of employment or movement to a new position within CPS HR, employees, in collaboration with their supervisor, will prepare a performance plan.

3. Performance plans will include accountabilities, goals and objectives, results and evidence.
4. Accountabilities include core job competencies and client satisfaction.
5. Throughout the plan year, supervisors and employees will meet periodically to discuss accomplishments as they relate to the performance plan. Objectives will be updated as needed.
6. Midway through the performance plan year (usually January), employees will receive a mid-year review. The purpose of the mid-year is to discuss and document progress and performance as compared to the performance plan. Numerical ratings are not provided at this time, but a short written narrative documents progress to date.
7. At the end of the plan year, employees will be evaluated by supervisors based on their accomplishments as compared to plan objectives and job expectations. Evaluations and ratings will be used to determine pay increases and performance bonuses through the Results Oriented Pay Program.

3.2.9 Performance Planning

In order for CPS to accomplish its organizational goals, each individual employee must make a strong and relevant contribution. The performance planning process is a communication tool that cascades from organizational goals and objectives to Business Unit, to work units, and then to individual goals and objectives. In this process, individual expectations are tied to the organization's goals and objectives.

The purpose of the performance planning process is to:

- ◆ Clarify understanding of the goals of the organization and work unit; and,
- ◆ Establish mutual understanding between employee and supervisor about the job's performance standards and expected results.

3.2.9.1 Performance Evaluation

The purpose of the performance appraisal process is to:

- ◆ Provide employees with useful feedback on their performance compared to established performance standards and expected results;
- ◆ Improve employee productivity and job satisfaction by recognizing individual strengths and providing development plans for areas in need of improvement; and,
- ◆ Provide a rational basis for pay administration.

Performance evaluation consists of two parts: performance monitoring and performance appraisal. It is a natural result of evaluating the success of the performance plan.

Performance monitoring occurs during the course of the year subsequent to the development of the performance plan. The purpose is to provide employees with periodic feedback regarding progress/performance; to tell employees how they are doing. It is to provide positive reinforcement when performance is as expected and going well, and to help develop steps for improvement if needed. It is also to ensure that goals and objectives remain current and relevant. The performance appraisal should include the entire year, not just the end of the year. Consequently, it is important that performance monitoring and feedback occur regularly.

Mid-year Review: Midway through the performance plan year (usually January), employees will receive a mid-year review, which documents, an employee's progress and performance compared to their performance plan. No numerical rating is provided by the supervisor during the mid-year evaluation process.

The *annual performance evaluation* occurs at the end of the performance plan year and is generally due by mid-July.

The annual ROPP Performance Evaluation will be finalized by having both the employee and supervisor complete the appropriate forms, signing, dating the form, which is stored in electronic format and placed in the employee's official personnel file.

3.2.9.2 Rating Scale

The standard point scale is from one to five. In addition there is one additional point (6 rating) reflecting distinguished level of performance. The scale is defined below.

1. **Well Below Standard:** Performance in the essential elements of the position is ineffective and completely unacceptable. Performance is well below the acceptable standards for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other measures of performance or standards. Performance errors are significant and frequent and the consequences of error are extremely detrimental to the organization.
2. **Below Standard:** Performance in the essential elements of the position is not effective and unacceptable. Performance is below standard for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other measures of performance or standards. Performance errors are significant and/or frequent and the consequences of error are detrimental to the organization. Acceptable initial review period performance, but much remains to be learned and demonstrated.
3. **Standard:** Performance in the essential elements of the position is acceptable for the journey-level worker. Performance meets standards for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other

measures of performance or standards. Performance errors are infrequent and have no impact to the organization. Good performance for the less experienced worker.

4. **Above Standard:** Performance in the essential elements of the position is above standard for the journey-level worker. Performance is above standards for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other measures of performance or standards for the whole job. There is an absence of performance errors and steps to respond to future errors are implemented.

5. **Far Above Standard:** Performance is far above standard for all elements of the position. Performance far exceeds standards for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other measures of performance or standards. Employee's contribution to the organization is above that expected of an above standard journey-level worker for the whole job. Employee proactively implements activities to minimize performance errors.

6. **(Distinguished Level)** Performance is exceptional in all of the job elements on a consistent basis. Performance so far exceeds standards for quality, quantity, independence of performance, timeliness, dependability, teamwork, and other measures of performance or standards that it redefines whole job performance in the position. Employee recommends organization-wide solutions to enhance products or services or makes a contribution to the professional field in a profound manner or results significantly improve effectiveness of CPS HR as an organization. It includes that rare, distinguished, and recognized performance that goes beyond exceptional performance.

Ratings of '4' and '5' reflect performance that is superior, in that the employee's overall performance is above or far above that expected of a fully performing employee. A rating of '6' is exceptional in all areas of job elements.

Using the scale above, supervisors can assign ratings in quarter increments (.25). Examples: 3.5; 4.25, 4.75.

3.2.9.3 Merit Rewards

Pay adjustments, except promotional increases will, if approved, take place annually on the first full pay period occurring in January.

A pay grid has been developed representing the amount of movement within the pay ranges associated with various ROPP ratings. The grid also determines the maximum percentage increase allowed in any fiscal year and is determined by the senior leadership team based on affordability. Any in-range adjustments will be given based on availability of CPS HR funds. The pay grid is available from Human Resources and may be changed periodically.

Merit pot amounts will be based on several factors: placement in our market, performance adjustments and affordability. The performance portion of the pot will be composed of two elements: payment within range and lump sum.) In lean years, very

little money will be apportioned and in better years, merit pot amounts will be larger. The prime criteria for merit pot funding will always be ability to pay.

3.2.9.4 Bonuses

Performance bonus pay will be paid in a lump sum for superior performance. Lump sum amounts will depend on ROPP rating received during the bonus pay period. The maximum lump sum amount possible for exempt employees is 20 percent and the maximum amount for non-exempt employees is 12 percent. A rating below 3 in any given accountability will make the employee ineligible for a performance bonus. In no case will a bonus be provided for less than superior performance, which is defined as a rating of 4.0 overall. Lump sum performance bonuses will be paid on the first full pay period occurring in September.

3.3 *Team Based Performance Pay Program (TBPP)*

3.3.1 Purpose

To establish a program that authorizes a discretionary opportunity for CPS HR employees to share a portion of organizational financial success for meeting and exceeding CPS HR's business goals. CPS HR develops annual business goals that are designed to achieve long-term financial stability, sustainable growth, and public benefit. Aggressive revenue goals and moderate net goals must be met in combination in order to succeed. In order to balance the public's interest in CPS HR's success, CPS HR will also allocate an amount equal to or greater than any organizational performance award to Business and Community Investments. CPS HR, through the Board, retains the discretion to determine the performance criteria, whether a bonus payment will be made and, if so, in what amount. Any award sum will be at the sole discretion of CPS HR.

3.3.2 Participation and Eligibility

To be eligible, regular employees must meet the following criteria: (1) have been employed for at least six months of the 12-month potential bonus period; (2) be employed at the time of bonus determination and payment; and (3) have a favorable performance rating. If a bonus is declared, those employed for more than six months, but less than 12 months, during the 12-month potential bonus period, as well as all part-time employees (if otherwise eligible), may receive a share proportionate to their time on the payroll.

Individual share amount will be determined annually and may vary by performance rating, as determined by CPS HR. Employees with ratings of less than 3 will not be eligible.

3.3.3 Definitions

For purposes of this policy and the eligibility requirements set forth above, the following definition applies:

- A “favorable performance rating” for regular employees employed for one year or more means a performance rating of 3.0 or better. Employees who are eligible, but who have not yet received a ROPP rating shall receive a share of 1.0, prorated for actual service time. Employees, who are otherwise eligible, but who have received any form of disciplinary action or performance counseling to avoid discipline in the latter half of the review period and up to the payout or availability date are not eligible for TBPP.

3.3.4 Timing

If a TBPP bonus is to be made, payouts under the program occur approximately in June and December for the 12-month periods ending April 30 and October 31, respectively. CPS HR uses overlapping 12-month review periods in order to minimize the impact of normal seasonal ups and downs in CPS HR’s business cycle.

3.3.5 Factors that influence availability of team awards

The Chief Executive Officer will evaluate the following factors on April 30 and October 31 for the previous year period in determining a recommendation on team based awards. First, revenue attainment over the last 12 months will be evaluated to determine if the organization is at, under or over target for revenue attainment and able to fund awards. Following that determination, factors such as the following will be considered in determining whether awards should be made and/or in what amount:

- Net Income. Maintaining sufficient net revenue during the 12-month review period to sustain CPS HR’s success. The amount will be reviewed annually. The current minimum net is three percent or better (after any planned payments). This percentage can change (by either increasing or decreasing) over time.
- Client Satisfaction. Since it is desirable to balance client satisfaction with financial success, clients will be surveyed and that information evaluated. A minimum acceptable rating will be established annually, but in all cases the client satisfaction rating must be an ‘exceeds standards’ rating.
- Growth. Number of new clients and contracts attained in the 12 month review period. A goal will be established annually.

These factors are illustrative only and are not intended to be exhaustive. Depending on CPS HR’ goals and business needs, the relevant factors can change over time. Additional factors may be relevant and can be considered in determining whether an award will be made.

3.4 *Reclassification Procedures*

The CPS HR policy, guidelines and procedures related to reclassifications are:

3.4.1 Concept:

Since CPS HR has a broad class concept system and a pay system allowing reward for extra effort, reclassification is anticipated to be rare. Reviews will be conducted only when a manager identifies a position that has significantly changed in design or level of responsibility and recommends that the position be studied.

3.4.2 Procedure

Managers may submit reclassification requests twice annually to Human Resources within two window periods as follows:

January – Submission deadline is January 31st of each year. Any manager who wishes HR to conduct a reclassification review of a position must submit the request along with the job classification questionnaire no later than January 31st of each year. If the review results in a recommendation to change the allocation of the position, the incumbent will be moved to the new class/pay the first pay period in April.

June – Submission deadline is June 30th. Request and questionnaire must be received by HR no later than June 30th of each year. Implementation date will coincide with ROPP pay changes in September of each year.

Position questionnaires are available on the HR SharePoint site or by contacting an HR staff member.

4 TRAINING, DEVELOPMENT AND EDUCATION

4.1 Professional Dues Reimbursement

CPS HR has a program to provide reimbursement to employees for membership in professional organizations and is intended to encourage professional membership and to support employee's efforts as informed professionals.

CPS HR managers are authorized to pay up to 100 percent of professional dues for employees who are officers of or are heavily involved in the professional organization for which dues are being requested, in addition to paying a portion of and/or full membership costs for other employees in their unit/division.

Employees requesting reimbursement should assure that the organization is relevant to the work performed by their unit and submit a reimbursement request to their manager. Each manager will review requests for professional dues reimbursement, determine if the association is relevant to the employee's work assignment, review how many others in the unit/division are already members in such association and evaluate budgetary impact. CPS HR may limit the number of individual members in the same professional organization to save money. In that case, members would be required to share information with their peers.

4.2 Attendance at Conventions and Professional Meetings

Attendance at conventions and professional meetings is encouraged for appropriate staff. It fosters professional growth and, properly done, can enhance the reputations of CPS HR and the individual. It may result in additional business for CPS HR.

4.2.1 Policy

Time off to attend a meeting must be secured from the appropriate manager. The manager will decide if CPS HR will underwrite (fully or partially) the attendee's time and expenses at the time approval is requested.

CPS HR Funding: Whether the company underwrites any, a portion, or all of the attendee's time and expenses will depend upon a number of factors:

- Workload
- Necessity or desirability of attendance
- CPS HR's ability to pay

4.3 Tuition Reimbursement Program

4.3.1 Context

CPS HR is committed to being a continuous learning organization through knowledge management and development of employees. Developmental opportunities may include academic training, seminars, workshops, conventions, professional meetings, and conferences. This policy only addresses academic developmental opportunities.

4.3.2 Purpose

The purpose of the Tuition Reimbursement Program is to provide an incentive for employees to pursue academic educational programs that will enhance their abilities and increase CPS HR's capacity to accomplish its mission. This program is primarily designed to assist employees in obtaining degrees in higher education (i.e., BA, MA, PhD), but allows reimbursement for some certification training programs and certificate programs related to human resources, management, or leadership.

4.3.3 Guidelines

1. The Tuition Reimbursement Program is for regular full- or part-time employees scheduled to work 24 or more hours per week.

2. Employee seeking tuition reimbursement must have achieved a performance rating above standard (3.0) in the previous performance review cycle.
3. Course content must be related to (or be part of a degree, certificate program or certification training program that is related to) enhancing CPS HR's ability to accomplish its mission.
4. Academic educational program courses must be offered by accredited educational institutions.
5. Reimbursement for certain certification training study programs/classes and the cost of the original certification test will be allowed under this program. Programs that enhance an employee's abilities and increase CPS HR's capacity to accomplish its mission may be covered, even if not provided by an accredited university. Examples of these include: Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR) and International Personnel Management Association Certified Professional (IPMA-CP) certifications; Certified Management Accountant (CMA) or Certified in Financial Management (CFM). Employee must pass any certification test and show proof of certification to be reimbursed for training class or test costs. However, any test retakes or cost of renewals (recertification) will not be reimbursed.
6. Reimbursement for other certificate programs in HR, management/leadership or other programs related to an employee's profession or CPS HR position and relevant to CPS HR needs is allowed. Such certificate programs offered by an accredited university, college or community college may be reimbursed under this program, even if the certificate program does not issue letter grades. If there is no letter grade, employee must submit documentation of successful completion prior to receiving reimbursement. However, any test retakes or cost of renewals (recertification) will not be reimbursed.
7. Coursework should be completed on personal time unless the employee, their manager, and the Chief Executive Officer agree it is in CPS HR's best interest to make other arrangements.
8. There must be sufficient uncommitted funds in the Tuition Reimbursement Budget to cover the employee's request.
9. If an employee voluntarily leaves CPS HR employment within one year of receiving tuition reimbursement, the amount granted in that year is reimbursable to CPS HR.

4.3.4 Approval Procedure

1. Prior to course, class or program registration, the employee and the manager of employee's business unit discuss and agree all of the above guidelines are met.

2. The employee prepares a course approval form addressing the above guidelines, the unit manager signs the form indicating approval, and it is sent to Human Resources who will review and approve the request. If the manager has questions about the course/program eligibility under this program's guidelines, the manager should contact HR prior to approving the course.
3. Approval is complete when HR 1) determines sufficient money is available in the tuition reimbursement budget, and 2) determines that the request is in compliance with program guidelines.

Note: All tuition reimbursement requests must be approved prior to paying for a course. Even requests that are considered relevant by the employee and their manager will not be approved if all tuition reimbursement funds have been committed to other employees or already expended.

4. After review and approval or denial, HR returns form to the employee. HR will retain copy for their files.

4.3.5 Reimbursement Procedure

1. Undergraduate and Graduate courses must be completed with minimum grade of B. If no grading system is used, the employee must submit evidence of satisfactory course completion.
2. The employee must be an active regular employee when the reimbursement request is submitted. If an employee voluntarily leaves CPS HR employment within one year of receiving tuition reimbursement, the amount granted in that year is to be re-paid to CPS HR upon separation. However, employees who were involuntarily laid off after being paid for an approved course will not be required to reimburse CPS HR.
3. To obtain reimbursement, the employee must complete the reimbursement request portion of the form within 45 calendar days of course completion, with copies of all relevant receipts and grade reports attached. The employee must sign and date the form and submit to HR for approval. If approved, HR will forward to Finance for payment.

4.3.6 Limitations

1. Organizational and business unit limits will be established by the Chief Executive Officer through the budget process. The amount authorized for this fund will depend on CPS HR's ability to invest in employee development including considerations for conventions, professional meetings, seminars, workshops, conferences, and other training, all of which are not included in the tuition reimbursement program.

2. Reimbursement is for tuition, registration fees, laboratory fees, and textbook expenses. Expenses such as travel, transportation, and supplies are not reimbursable.
3. Within the limits of the tuition reimbursement budget, 75% of allowable expenses will be reimbursed for each submission, with a limit of \$2500 per employee per fiscal year with no carryover. Exceptions to this policy must be approved by the Chief Workforce Officer and a member of the Executive Team.
4. CPS HR will not reimburse expenses that are reimbursed by another source.

4.4 Training and Development Program

4.4.1 Introduction

The success of the organization is directly related to the success of its people. Development of our employees to their full potential is a critical factor in meeting our client's service and quality expectations. Training can also assist individual employees in meeting their career objectives.

To meet the challenges of the future, CPS HR Consulting is committed to providing the resources and management support necessary to ensure that all employees achieve the core competencies necessary to provide the highest quality services to our clients and each other.

4.4.2 Purpose and Goals

- Assist CPS HR employees in meeting and maintaining CPS HR core competencies
- Assist employees to understand and adhere to CPS HR core values
- Improve employee effectiveness and enhance service
- Provide training experiences that assist employees in enhancing their current job performance or preparing for future career opportunities within CPS HR

4.4.3 Core Competencies and Values

Within CPS HR we maintain a core set of competencies that contribute to organization success and is required by all jobs within the organization. These core competencies form the foundation upon which most of our human resource activities are created and carried out. The training and development program is designed to assist all employees to achieve the core competencies. Our core competencies are listed and defined in the performance evaluation system and included on all associated forms.

4.4.4 Training and Development Program - General Information

Course Offerings

CPS HR offers classes to help develop its employees. Classes may be offered in select competency areas, a supervisory certificate program, and the HR Academy. Not all classes will be offered each year. However, training class scheduling and frequency will depend on identified current needs and available funding.

Course Registration

Most classes offered through the CPS HR Training and Development Program will be provided through our CPS HR Training Center. Human Resources will send out e-mails announcing the availability of classes.

Employees are to talk with their supervisor prior to registering for any class and obtain approval to attend classes. Upon approval employees will need to register for the class.

4.5 Supervisory Certificate Program

In addition to our broad-based Training and Development Program, a Supervisory Certificate Program has been designed to develop the kinds of skills necessary to meet a key imperative of supervisory/management effectiveness. The certificate program has a core set of required courses and electives that must be completed to receive the certificate. Completion of the certificate program will provide employees with the skill sets to more effectively perform their current jobs, as well as prepare for future leadership positions within CPS HR.

A Supervisory Certificate will be awarded to individuals that successfully complete eight (8) core classes and at least three (3) electives. The core classes must include completion of Introduction to Management & Supervision (1), all three Performance Management core classes (3), and the CPS HR Administrative Responsibilities class (1), plus three (3) other core class offerings.

4.5.1 Eligibility

Classes are open to all current employees, with supervisors and managers being given first opportunity to attend. Employees in lead assignments and those interested in developing skills for future promotional opportunities can attend the core supervisory classes on a space available basis. Elective classes under the Supervisory Certificate program will be open for registration to all CPS HR employees.

4.5.2 Program Registration

Employees interested in signing up for the Supervisory Certificate Program just need to complete a Supervisory Certificate Program registration form which indicates your intention to work toward completion of the certificate curriculum. The registration form is available on the Human Resources SharePoint site. This will assist CPS HR in tracking the interest and progress of certificate program participants.

4.6 Succession Management Program

4.6.1 Definitions

Workforce Planning: The strategic alignment of an organization's people resources with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.

Succession Planning: Process of identifying and preparing suitable employees, through mentoring, training, and job rotation, to replace key managers within an organization. Succession planning can be broadly defined as identifying future potential leaders to fill key positions. [Planning is the act of formulating a program for a definite course of action.]

Succession Management: A business process that brings together the effective execution of the strategic business plan with the growth and deployment of leaders who are aligned with the values and culture of the company. It is a deliberate and systematic effort to project leadership requirements, identify a pool of high potential candidates, develop leadership competencies in those candidates through intentional learning experiences, and then select leaders from among the pool of potential leaders. [Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results.]

5 WORK RULES AND EMPLOYEE CONDUCT

5.1 Reduction-in-Force Policy

The CEO has the sole discretion to determine that, for financial or other business reasons, a reduction or restructuring of CPS HR's work force is appropriate. Consistent with the CPS HR at-will employment policy, the primary consideration in selecting those employees to be retained, reassigned, or laid off will be the relative ability of the individual employees to fulfill the needs of the organization as it is being redesigned to meet the changed business environment. These needs will be determined by the CEO. The final composition of the work force will take into account, but not be limited to, such factors as: 1) the work to be performed; 2) the business units impacted; 3) EEO considerations; 4) prior performance levels; 5) demonstrated abilities; and 6) return on investment of employees and employee teams.

5.2 Severance

CPS HR reserves the right to provide severance to individuals upon separation, at the discretion of the CEO.

5.3 Discipline

This section states CPS HR policy, guidelines, and procedures for taking disciplinary action.

CPS HR retains discretion to determine what constitutes proper disciplinary action and procedure in individual situations.

This Discipline section only applies to regular full- or part-time employees.

Disciplinary action may consist of written reprimands, suspension with or without pay, pay reduction, demotion, or dismissal.

"Working days" are defined as Mondays through Fridays that CPS HR is open for business. CPS HR holidays are not work days.

5.3.1 Guidelines

1. Disciplinary action may be initiated by the CEO, CWO, or a manager and may be taken when, in the best judgment of a CPS HR manager, disciplinary action is warranted.
2. In most cases the manager will give reasonable notice in writing of the effective date of the discipline. However, in some situations action must be taken promptly. In those instances only an oral notice only will be provided prior to implementation of discipline.
3. Managers will document in writing the reasons for the disciplinary action to assist the employee in improving their performance. In the case of dismissal, managers will provide a written notice of termination, including an effective date.
4. Employees who disagree with the imposed disciplinary action may request an informal meeting with the CEO. Scheduling of this meeting will not delay implementation of any disciplinary action, except at the discretion of CPS HR. The CEO, at his/her discretion, however, may sustain, modify, or reverse the disciplinary action.
5. Employees hired as a regular employee prior to December 8, 1988, with no break in service and who are not at-will, are eligible to avail themselves of disciplinary appeal procedures including notice of intent to discipline, appeal to the CEO, and appeal to the Board of Directors or at the discretion of the Board, hearing before an advisory hearing officer.
6. If an employee believes the disciplinary action was a result of illegal discrimination, harassment, or retaliation, he/she may file a complaint through the CPS HR complaint policy outlined in the Policies and Procedures.

5.4 Community Volunteer Activity – Guidelines

CPS HR encourages our employees to be good citizens and participate in a variety of community programs. To facilitate such participation, CPS HR has established a policy for partially reimbursing employees for leave time taken to volunteer during regular work hours. CPS HR allows regular employees to use PTO for approved volunteer activities.

Regular CPS HR employees who use PTO to participate in approved volunteer activities that occur during the normal workday (e.g. 8:00 am – 5:00 pm) can be reimbursed for 50% of the hours used, up to and not to exceed 8 hours per quarter.

Volunteer services can be performed at any approved educational institution or 501-3(c) organization.

5.4.1 Procedures

- Employees must provide the following information and obtain supervisor/manager approval prior to engaging in the volunteer activity.
 - Description of activity (where/what)
 - Time commitment (# of hours/dates)
- The employee performs volunteer service.
- Upon completion of volunteer service, the employee will provide written verification with the signature of an official of the agency to the supervisor. The supervisor signs the verification and forwards it to Payroll.
- Employee completes time sheet for volunteer service. Half of the hours are charged to PTO; half of the hours are charged to volunteer service code (VOL).

In no case will CPS HR approve use of volunteer hours that would result in overtime pay for the FLSA employee. In addition, an exempt employee who works regular hours in a pay period and also performs volunteer service will be required to use PTO or VOL hours only to reach the 80 hour per pay period rule.

Volunteer service hours do not accumulate or carry over. This program operates on a single fiscal year basis.

The required volunteer service form is available on the HR SharePoint site.

5.5 Equal Employment Opportunity, Discrimination Policies and Complaint Procedures

CPS HR provides equal opportunity to all employees and applicants. No person will be discriminated against because of his or her age, color, disability, genetic characteristic, gender, pregnancy, childbirth or related medical condition, marital status, sexual orientation, national origin, citizenship status, ancestry, race, religion, creed, veteran status, or any other characteristic that is protected by federal, state, county, or local law. Our policy of equal employment opportunity applies to all conditions, privileges,

and terms of employment, including but not limited to recruiting, hiring, training, professional development, transfer, promotion, compensation, benefits, social activities, staff facilities, discipline, termination of employment, and retirement.

All employees and job applicants with disabilities, special disabled veterans, or other covered veterans who wish to benefit from this Equal Employment program are invited to identify themselves to CPS HR. Such information is provided on a voluntary basis. Any information provided will be treated confidentially and will not subject the individual to any adverse treatment.

Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment. Nothing in this policy changes or modifies the terms of agency's at-will policy, which provides that at-will employees can be terminated at any time for any reason.

If you have any questions regarding this policy or if you have any concerns about workplace discrimination or harassment, please let your supervisor, the CEO, or Chief Workforce Officer (CWO) know immediately.

5.5.1 EEO-Related Responsibilities

To ensure equal employment opportunity to all individuals, CPS HR has designated specific responsibilities to various staff members. The following positions shall undertake the responsibilities described below.

1. Board of Directors. The Board has the ultimate responsibility for setting a climate in which equal employment opportunity can be achieved through the establishment of policy and supporting programs.
2. Chief Executive Officer (CEO). The CEO has overall responsibility for Equal Employment Opportunity. The CEO shall ensure that the organization's policies of equal opportunity are effectively implemented at all levels of the organization. The CEO's role includes, but is not limited to, the following duties:
 - Designate an Equal Employment Opportunity Coordinator and other appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Equal Employment Opportunity Program.
 - Ensure that the Equal Employment Opportunity Program receives top management's support and commitment necessary for success.
 - Ensure that employee complaints concerning discrimination or harassment are acted upon in a professional and expedient manner.
3. Equal Employment Opportunity Coordinator. The Equal Employment Opportunity Coordinator shall be the CWO or his/her designee and shall:

- Advise the CEO, managers, and others as may be required, with respect to their responsibilities and obligations under federal and state civil rights laws and regulations.
 - Coordinate matters and issues that arise regarding the Americans with Disabilities Act Amendment Act (ADAAA).
 - Maintain and periodically review the Equal Employment Opportunity policies and related documents.
 - Develop guidelines and procedures for the Equal Employment Opportunity Program, including preparation of updates.
 - Coordinate the processing of individual complaints of discrimination or harassment received from individuals or state or federal agencies.
 - Conciliate complaints of discrimination or harassment upon request by a complainant or complainant's representative and the responding organization, and report to the CEO.
 - Interpret the organization's equal employment opportunity, Veterans and ADAAA programs to employees, other governmental agencies, and the public.
 - Prepare a variety of equal employment opportunity reports as required by federal, state, and other local agencies.
4. Managers and Supervisors. Each manager and supervisor shall ensure that CPS HR's policy of equal employment opportunity is implemented in his/her unit and shall:
- Assure compliance with equal employment opportunity and ADAAA programs and policies in their units.
 - Assist in developing and implementing equal employment opportunity and ADAAA programs.
 - Ensure that CPS HR's policies and programs are communicated and upheld by all unit employees.
 - Cooperate in the investigation and resolution of discrimination and/or harassment complaints.
 - Ensure that all recruitments, interviews, offers of employment, development programs, transfers, job assignments, promotions, and separations are consistent with CPS HR's Equal Employment Opportunity policy.

5. Employees - Employees shall adhere to and support Equal Employment Opportunity policies and procedures and the ADAAA via their actions and behaviors.

5.5.2 Dissemination

CPS HR will bring its policy of Equal Employment Opportunity to the attention of employees, clients, and applicants. CPS HR's policy shall be disseminated both internally and externally.

1. Internal Dissemination

Each new employee will receive a copy of the EEO Policy.

Each employee shall be notified of the online availability of the Personnel Policies and Procedures, which shall include CPS HR's Equal Employment Opportunity Program.

2. External Dissemination

All employment advertisements and job bulletins shall contain the phrase "Equal Opportunity Employer."

Recruitment sources shall be informed of CPS HR's Equal Employment Opportunity policies and shall be encouraged to refer minorities, females, physically and mentally disabled persons, and U.S. Veterans from all age groups.

All contracts and bids shall include an "Equal Employment Opportunity" clause either by reference or in its entirety.

CPS HR will endeavor to establish meaningful contacts with appropriate veterans' and minority organizations and organizations which serve individuals with disabilities for such purposes as advice, technical assistance, and referral of potential employees.

5.5.3 Recruitment and Selection

In order to maintain equal employment opportunity, CPS HR has established procedures and policies that insure equal opportunity for competition in recruitments for all potential applicants, especially members of under-represented protected groups. The recruitment and selection process shall be reviewed and modified as necessary in order to correct any deficiencies and eliminate artificial barriers to job competition.

5.5.4 Utilization Analysis

A diversity report of CPS HR's work force shall be summarized and reported annually to the Board of Directors.

The utilization analysis shall include a work force analysis of all current regular employees. Work force data shall be broken down by sex, race, and ethnic group in relevant EEO-4 job categories.

5.5.5 Reasonable Accommodation

CPS HR will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. CPS HR will also work to provide accommodations for applicants, if applicant self-identifies and requests accommodations in advance in any phase of the selection process. If you are unable to perform the essential functions of your job because of a disability, notify the CEO or CWO in writing. CPS HR welcomes your suggestions for accommodations to enable you to perform the essential functions of your job and, at the appropriate time, will engage in an interactive process to identify any and all reasonable accommodations. The agency will, however, make the final decision as to what, if any, reasonable accommodation will be provided.

CPS HR will ensure that the physical and mental requirements for each job are related to the specific job and are consistent with business necessity and safe performance of the job.

Management staff, human resources staff, hiring managers, and supervisors will review job qualifications to ensure they are based on sound business considerations and do not screen out otherwise qualified individuals with disabilities, special disabled veterans, and other covered veterans.

5.5.6 Retaliation

CPS HR will not retaliate against any employee who raises concerns, reports alleged discrimination or harassment, makes complaints in good faith, or assists in or participates in an investigation.

5.5.7 Harassment Policy and Procedures

It is the policy of CPS HR to provide a workplace free of harassment. Harassment is prohibited and is considered an act of misconduct and may result in disciplinary action up to, and including, termination. This policy applies to all CPS HR employees and agents, including supervisors and non-supervisory employees. All supervisors and managers are responsible for implementing and monitoring compliance with this policy.

Harassment is defined as unwelcome or unsolicited verbal, physical, sexual, or visual conduct which is made a term or condition of employment; is used as the basis for employment decisions; or creates an intimidating, hostile, or offensive working environment. Examples of what may be considered harassment, depending on the facts and circumstances, include, but are not limited to, the following:

- Verbal harassment: Derogatory or vulgar comments regarding a person's race, color, sex, gender, age, religion, creed, ethnic heritage, national origin, citizenship status, sexual orientation, marital status, disability, or other classifications protected by law. Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, suggestive or obscene letters, notes, or invitations.
- Physical harassment: Hitting, pushing, touching, assaulting, impeding or blocking movement, or other aggressive physical conduct, or threats to take such action.
- Sexual harassment: Unwelcome or unsolicited sexual advances, demands for sexual favors, or other verbal or physical conduct of a sexual nature. Sexual harassment includes, but is not limited to, making unwanted sexual advances and requests for sexual favors where either (1) submission to such conduct is made an explicit or implicit term or condition of employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.
- Visual harassment: Leering; making sexual gestures; displaying sexually suggestive objects, pictures, cartoons, posters, or other writing or graphic materials.

Any employee who has a complaint of harassment at work involving anyone, including supervisors, co-workers, clients, or visitors, should promptly notify his or her supervisor, manager, the CEO or the CWO. Employees shall follow the Complaint Process of this policy, outlined below.

Supervisors who become aware of any harassment, whether it involves employee-to-employee or supervisor-to-employee conduct, must promptly report the matter to the CWO. If supervisors observe such harassment, they should take immediate action to stop it and report it to the CWO.

Special privacy safeguards will be applied in handling all harassment complaints. All employees should be aware that the privacy of the charging party and the person accused of harassment will be, to the extent practicable, kept confidential. CPS HR will take appropriate corrective action, up to and including termination of employment, to remedy all violations of this policy.

5.5.8 Complaint Process

CPS HR will not discriminate against or harass any employee for filing a complaint. CPS HR prohibits retaliation against an employee or applicant for filing a complaint.

5.5.8.1 Guidelines

1. Process for Resolving Complaints - CPS HR encourages employees to try to resolve their complaints at the lowest possible level. However, employees may file a formal complaint without going through the informal complaint process.

2. Date of Occurrence - The date and time that an employee realizes that she/he has been discriminated against or harassed. The date of occurrence is an important factor in the investigation process.

3. Informal Complaint Process

- An employee who believes that he/she is being discriminated against or harassed by a co-worker or supervisor is encouraged to:
 - i. Speak with, in a polite but firm manner, whoever is engaging in behavior you believe is discriminating or harassing. The employee should state how he/she feels about what is occurring.
 - ii. Request that the person stop the discriminating/harassing behavior because it is intimidating, offensive, and/or uncomfortable. If possible, the employee should bring a witness for this discussion.
 - iii. Write a statement for the employee's own records about the incident, noting the date of occurrence, time, and other details; summarize in writing the results of any conversation(s) with the person who is engaging in discriminating/harassing behavior. This information may be important if there is a formal investigation later.

4. Formal Complaint Process

- If the behavior continues and has not been resolved in the daily work environment, or if the employee does not wish to confront the person engaging in behavior believed to be discriminating or harassing, the employee is encouraged to present the complaint as follows:
- If the alleged discrimination or harassment is by a co-worker, the employee should present the complaint to his/her supervisor.
- If the alleged discrimination or harassment is by the employee's supervisor, the employee should present the complaint to the next level of management.
- If the employee does not feel comfortable with the above options, he/she should present the complaint to CPS HR's Equal Employment Opportunity Coordinator and/or CWO, or the CEO or if the supervisor or manager is the CEO, then the complaint should be made to the EEO Coordinator and/or the CWO.

5. Investigation Procedures

- The supervisor, next level of management, or Equal Employment Opportunity Coordinator and/or CWO will attempt to resolve the issue with an objective, confidential investigation to begin within five working days of the date of the employee contact.
- The CEO and/or the EEO Coordinator will assign an internal or external investigator to conduct a thorough, impartial, and confidential inquiry.
- The investigator will interview the parties involved and complete a written report including findings to the CEO within 15 working days of receiving the complaint. If necessary to conduct a complete and thorough investigation, a time extension may be necessary. In any case, the investigation will be completed as soon as practical.
- Within five working days of receiving the findings, the CEO will take appropriate action to resolve the complaint. He/she will also notify the complainant of the resolution. The employee who initiated the complaint will be notified of the decision through his/her manager unless the complaint was against that manager, in which case, the CEO, or the CWO will contact the employee.

5.6 Security and Confidentiality Standards

Much of the material and information CPS HR owns or uses is sensitive and confidential. Clients depend on us to maintain the confidentiality of that material and information, and any compromise of our client's trust reduces or eliminates our ability to serve our clients and sell our products and services. Furthermore, CPS HR as an organization can be held legally liable if there is ever a lapse in security that results in a compromise, breach, or release of the information and data that we are trusted to protect. It is, therefore, essential that all CPS HR employees assume responsibility for protecting confidential materials, information, and marketable products, methods, and services.

5.6.1 Business Sensitive, Client Confidential and Personal Privacy Information

To promote understanding of the basic categories of information or data that must be protected and safeguarded, it is useful to draw a distinction between the following categories: Business Sensitive, Client Confidential, and Personal Privacy information.

Business Sensitive information relates to any proprietary services or products that CPS HR provides to clients and customers. Because CPS HR operates within a competitive business environment, our services and products reflect an ongoing financial investment in our capabilities. Our proprietary business information, methods, and data are valuable assets. Examples of these assets may include: work processes, methodologies, technical and business approaches, deliverables, and/or proposals. Testing material either printed or stored in electronic media, answer keys, and test items including our Item Bank also contain sensitive business information that needs to be protected. The "litmus test" for determining if any material, information, or data is "business sensitive" would be

to ask if any individual or external organization would gain value, insight, or advantage over CPS HR if that individual or organization possessed that information or data. Similarly, our clients pay for access to this information which is the value proposition that we offer our clients.

Client-Confidential information is information or data that a client has entrusted CPS HR to collect, access, process, or store in the performance of a contract, engagement, or project. As a condition, either implied or stated, in our contract with a client, CPS HR staff may be afforded access to sensitive or confidential information about that organization, its operations, or its personnel. Information about a client that relates to the current health or status of the organization (financial, legal, performance, accountability, personnel, management, etc.) that normally is not available to the public should be considered client-confidential information.

Additionally, client-confidential information is any information that if released to the public, or to any unauthorized personnel, could injure or harm the reputation of that organization, and by extension, the reputation of CPS HR. Accordingly, we must honor this trust that clients place in CPS HR and judiciously protect client-confidential information from access by unauthorized people or release to the public or other organizations.

Personal Privacy information involves clients, candidates, and internal staff at CPS HR. The business nature of CPS HR as a provider of Human Resources testing and services allows for CPS HR to collect, store, and use a large amount of personal information on clients and, in particular, candidates. Privacy related information involves information that identifies or uniquely describes an individual including:

- ◆ Name
- ◆ Social Security number
- ◆ Physical description
- ◆ Home/work or e-mail address
- ◆ Home/work/cellular telephone numbers
- ◆ Education
- ◆ Financial information including pay/compensation records, financial accounts, credit cards, and other records
- ◆ Medical or employment history
- ◆ Work performance, disciplinary, or administrative actions
- ◆ Exam, assessment, or interview results or scores

As a service provider to our clients and test candidates, CPS HR is entrusted to protect the above information and not release it to people that are not specifically authorized by our client. Upon the conclusion of a contract or project, CPS HR will return all personal information collected to the client or destroy all personal information four (4) calendar years after the completion of the period of performance if the client has not made a prior request for the return of the personal information. If a client contract has specified a different retention period or information/data destruction requirements, CPS

HR will adhere to that contract's requirement. CPS HR will also adhere to any legally required retention periods where they arise.

As a public agency and a responsible employer, CPS HR is obligated to protect personal information as it pertains to CPS HR employees. CPS HR management has authorized access to employee information in the normal course of carrying out necessary duties and functions related to the administration of the CPS HR organization. However, CPS HR recognizes that personnel files that contain personal privacy information will be afforded reasonable protection from disclosure to unauthorized personnel and the public.

5.6.2 Public Records Disclosure

As a public agency, CPS HR is required to comply with federal and state public records disclosure laws. In general terms, these laws require that public agencies function as "open" government organizations and that records and public meetings be available for review by interested citizens and organizations. In addition to asking for information about our mission, services, products, and clients, it is anticipated that requests may include information about CPS HR employees. Recognizing the sensitivity of any of this information, when a request for public records information is made, CPS HR management will work closely with legal counsel prior to complying with the request.

If any CPS HR employee, regular or intermittent consultant, or contract personnel is approached by any non-client individual, organization or law enforcement agency, CPS HR management should immediately be notified. Information, even if requested by a law enforcement agency, shall not be provided without the concurrence of CPS HR management and legal counsel.

5.6.3 General Requirements

The following security and confidentiality standards provide a foundation of basic considerations which all of us at CPS HR must adhere to in order to ensure the protection of valuable materials. TO PROTECT OUR CLIENTS, CANDIDATES, STAFF, AND ORGANIZATIONAL REPUTATION, IT IS ESSENTIAL THAT WE ALL FOLLOW THESE STANDARDS AT ALL TIMES.

1. CPS HR employees have an obligation to ensure that confidential materials, information and data are maintained in the strictest confidence.
2. All employees are responsible for compliance with security standards for materials under their control, and must immediately advise a manager/supervisor of employees, experts, proctors, and other agencies who may have failed to observe sufficient precautions. Desired results can only be achieved through teamwork and support of other employees.

3. Any employee who observes a breach of security standards and procedures should take immediate steps to correct the situation by notifying a supervisor or a manager.
4. CPS HR Security and Confidentiality standards apply to the use of any CPS HR provided "enabling technologies" (phone/voice mail, e-mail, websites and internet/intranet access, computer and data/information storage devices, video and photographic equipment, copiers and printers) as well as hardcopy files, folders, work products, and deliverables.
5. After having been advised of the importance and necessity of adhering to these security standards, failure to follow these standards may result in disciplinary action or, in serious circumstances, legal prosecution.
6. CPS HR employees are required to read, be knowledgeable about, and comply with security standards that are contained within the CPS Personnel Policies and Procedures. Employees are required to sign a statement that acknowledges the receipt of these standards. This signed statement will reside within the personnel file of that employee.

5.6.4 Sacramento Office Facilities

1. Business hours are defined as each regular work day between the hours of 8:00am and 5:00pm. All other times (early mornings, evenings, weekends, and holidays) are "non-business hours."
2. With the exception of the reception entrance door, which will be unlocked from 8:00am – 5:00pm, Monday through Friday, all doors shall remain closed.
3. Any employee who requires access during non-business hours must obtain approval from his/her Manager/Supervisor. HR will make the necessary access level change upon written approval. The last person leaving the building will be responsible for making sure the building is secure and the Sonitrol alarm has been set. It is the Manager/Supervisor's responsibility to be sure the employee knows the procedures for setting the security alarm system.
5. The reception area is not staffed; visitors will dial the extension of the CPS staff member they are visiting, using a phone provided in the reception area. Non-employees must be met at the reception area by a CPS staff, be signed in on the log just inside the lobby area, receive a visitor ID badge and then, in general, must be escorted while at CPS offices. If they are placed in a controlled environment, such as in a testing room, visitors are expected not to leave the room without a CPS staff escort. CPS employees shall be responsible for the activities of people they allow to enter CPS' offices. Persons on contract with CPS will have unescorted access to the offices only during business hours. During non-business hours, an escort will be required unless otherwise authorized by a unit manager.

6. The print shop and its storage areas are secure, restricted areas. Only authorized CPS employees will have unescorted access. All other persons, such as repair, delivery, outside consultants, clients, associates of employees, etc., must be under the direct personal guidance of a CPS employee. CPS employees will be responsible for the activities of persons they allow to enter the print shop and storage areas.
7. As CPS establishes regional offices throughout the country, the manager responsible for that office will establish and document facility security requirements and procedures that pertain to that office.

5.6.5 Materials

1. Employees will secure sensitive or confidential working materials when they are not in use or under their direct observation. When employees have sensitive or confidential material in the workspace and they are not in that workspace, the material should either be covered or placed in a container to prevent casual viewing or review by any person walking through that space that is not authorized to work with that material.
2. Each unit manager will be responsible for developing and communicating lock-up and sign-out practices to meet his/her specific requirements.
3. The procedures used by outside printers will be assessed, on a case-by-case basis, to determine compliance with security and confidentiality requirements.
4. All confidential and sensitive hardcopy material which is no longer needed shall be placed in the appropriate shred containers which are placed throughout the building. As a further safeguard to preclude the inadvertent release of confidential material, all discarded paper material shall be placed in the shred containers.

Removable electronic storage media (recordable CDs or DVDs, data tapes, flash drives, etc.) which is no longer needed shall be placed in the shred containers. If more than 40 pieces of storage media need to be disposed, prior coordination with ISD is required. This is especially important given that it can be difficult to actually delete the information and data on electronic storage media.

Under no circumstances shall confidential or sensitive material be placed in or near waste paper baskets, trash cans, or dumpsters. Following this requirement will reduce the potential for inadvertent release or loss of confidential or sensitive information.

5. Any employee who learns of missing sensitive materials, information or data, such as lost or stolen computers, shipped tests, etc. is required to obtain sufficient information for follow-up action to track down, account for, and retrieve the missing

material. Such occurrences are to be immediately reported to the responsible consultant, supervisor, and/or unit manager. It is critical that immediate action be taken to limit the risk of release of sensitive information.

5.6.6 Proprietary Rights

1. The protection of confidential and sensitive information is essential for our clients/customers/candidates, as well as for the CPS organization and its employees' future security. To protect such information, employees may not disclose any confidential, sensitive, or proprietary information about the organization, its clients, or its processes. All products, services, methods, and systems developed by CPS employees and packaged and marketed by CPS are the sole and exclusive property of CPS. Their use and distribution is the sole and exclusive right of CPS and shall only be used as specifically authorized by CPS management.
2. Employees terminating from CPS may not take CPS information, equipment, enabling technologies, or material with them for personal use or for use by any competitor or client of CPS without specific written permission from CPS management; otherwise, CPS may take legal or other actions to mitigate the adverse consequences of such unprofessional or unethical behavior.
3. Passwords are confidential, shall be protected by the employee, and shall not be given out to anyone (even other CPS employees) without management authorization. Compromised passwords must be reported to management and changed immediately, either personally or in coordination through ISD.
4. Computer discs, tapes, and other storage devices with confidential or sensitive information should be safeguarded and locked in a secure container (desk, cabinet, or room) when not in use.

5.6.7 Protection of Transmitted Electronic Files

Electronic transmission of sensitive or confidential information shall be in accordance with client contract requirements with the caveat that if the requirements are not clearly defined, i.e. secure website, password protected files, etc. it is incumbent on the unit manager to obtain agreement or permission from that client on what is acceptable and reasonable. CPS unit and contract managers are strongly encouraged to document any security or transmission agreements with clients that affect CPS contracts.

Protecting privacy or sensitive information can be difficult in the electronic age. Sensitive information should never be sent via e-mail without the understanding that it can be intercepted by unauthorized individuals. When transmitting sensitive information or material, CPS employees should use caution to ensure that the intended recipient's e-mail address is correct. If in doubt, contact the intended recipient by phone to verify either an electronic or physical address.

In the normal course of doing business, CPS routinely transmits messages, data files, or e-mail attachments that contain sensitive or personal information on candidates or clients. CPS employees should take reasonable means to protect this information from unauthorized access, including password protection of these files, if appropriate. If password protection is used, the password should be transmitted through a different medium (telephone, fax, etc.) so that if the file transmission is intercepted, the confidentiality of the data is still maintained at a reasonable level of security. Business units are encouraged to develop specific procedures to protect access to these passwords while maintaining authorized access by CPS employees.

CPS business units also communicate with clients and other contractors, both organizations and individuals, and routinely transmit sensitive or personal information. Business unit managers are responsible for determining which information is sensitive and the best way to transmit it. Business units are strongly encouraged to obtain documented clarification or agreements from clients and other contractors on the appropriate security requirements for information/data handling or transmission.

It may be impractical or inefficient to require the use of passwords for some types of information. For example, it would be impractical to require password protection for the fax transmission of resumes or some types of client reports. Business unit managers will be afforded discretion to provide guidelines on what is appropriate for password protection.

5.6.8 Travel and the Use of Portable Computers

Special care should be taken when employee travel involves the transportation of sensitive or confidential information or data that may be contained within either computers or other storage devices. Portable computers and related storage devices should remain in the physical possession of traveling staff and not be checked at the agent's ticket counter as checked baggage. On some occasions, it may be necessary to gate check equipment in which case, CPS employees should immediately verify that all equipment is accounted for upon arrival. CPS staff should exercise extreme caution to ensure that computers, phones, PDAs, and any other files or devices are not left unattended or available to unauthorized individuals or organizations while outside the physical confines of CPS offices

5.6.9 Encryption/Monitoring/Invocation of Remote Operations

All information that is stored on CPS HR technologies, including the CPS HR network and CPS HR workstations, is owned by CPS HR. These technologies are provided as tools for CPS HR-authorized business. CPS HR reserves the right to monitor, inspect, copy, review, and store at any time, and without prior notice, any and all materials, files, information, software, communications, and other content transmitted, received, or stored in connection with this usage. This right allows CPS HR to maintain system integrity and to ensure that the systems and technologies are used consistently with CPS

HR policies. All of the information, content, and files are the property of CPS HR; there should be no expectations of privacy regarding those materials or files.

5.6.10 Software Installation/Downloads

Failure to comply with this policy places our work, our reputation, and CPS HR at risk. It is essential that all employees collaborate closely and comply with this ISD policy as well as the "CPS HR Computer Policies" put into effect by IT to ensure that CPS HR assets, data, and information are protected and secure. Employees that violate this policy may affect their employment status with CPS HR. When violations occur, employees will be given an opportunity to discuss the violation(s) with CPS HR management. Employees are strongly encouraged to obtain more information on the CPS HR Software Audit Process.

5.6.11 Orientation

Upon initial employment with CPS HR, the unit manager responsible for hiring the individual shall ensure that the employee attends the CPS HR orientation session or shall personally orient the new employee on CPS HR security standards. This orientation will include reviewing these standards and other matters pertinent to the unit's operation. Employees will be encouraged to ask questions to ensure that they are knowledgeable and aware of CPS HR security requirements. ISD staff will initially assign a network log-in password to new employees. During orientation, ISD will show attendees how to change their passwords. After receiving this training, employees are to change their passwords to protect access to the CPS HR network.

Each employee will sign his/her Employee Handbook acknowledgement statement and have it placed in his/her personnel folder. This pertains to all employees, whether regular or temporary, full- or part-time or other individuals who may be granted temporary access to the network.

ISD staff is available to answer questions and/or provide additional information on security awareness and education. See the SharePoint Collaboration site.

Use of CPS HR Resources and Enabling Technologies

In general, CPS HR resources and enabling technologies are to be used only for CPS HR business activities. Examples of these resources and enabling technologies include, but are not limited to, the following:

- Telephones, cellular phones, and voicemail
- E-mail
- Website and Internet/intranet access
- Computers and data/information storage devices
- Personal digital assistants (PDAs)
- Photographic and video equipment
- Copiers and printers

- Other resources and technologies (both hardware and software) either provided by CPS HR or used by employees in the performance of CPS HR work.

ISD publishes and maintains other important and critical Information Technology Policies under the Executive Administration intranet site. All staff members should familiarize themselves with these technology policies and procedures.

5.6.12 Phones

Employees should use personal telephone credit cards or access numbers to make long distance personal calls. When this is not possible, employees may dial direct and reimburse CPS HR. For further information regarding cellular and PDA equipment, please refer to Section 5.12 below.

When employee's personal phone calls exceed the agreed upon service plan for that cell phone account, the employee is responsible for reimbursing CPS HR for any excess phone charges.

5.6.13 CPS HR business-related education

CPS HR would like to support employees' desire to further their education. CPS HR equipment may be used for educational purposes with management approval. If the employee requires more than 50 megabytes of file server disk storage, management or ISD approval is required. Printer paper should be reimbursed at the same rate as copy paper or according to a schedule approved by management.

5.6.14 Employees

CPS HR staff time shall not be used for personal gain during working hours.

5.7 *Workplace Privacy*

All information or data located on a CPS HR computer or other data storage device including, but not limited to, laptop computers, desktop computers, file servers, data storage media (e.g., floppy disks, ZIP disks, or tapes), e-mails, and/or other data files is the property of CPS HR and is not considered "personal/confidential" and employees should have no expectation of privacy. In addition, any information, data, or physical articles contained on or in employee desks, work/storage spaces and lockers are not considered "personal/confidential."

CPS HR may have need during the normal course of business to search computers, e-mail, hard copy files, and/or an employee's workspaces to gather specific information or CPS HR property. CPS HR cannot provide assurance that personal items will be undisturbed if this type of search is necessary. Of course, common sense and courtesy will be exercised in the event CPS HR must search an employee's computer, desk, work area,

etc. If employees have information or property that they deem personal and confidential, it should not be located in CPS HR buildings, equipment or devices.

5.8 Personal Appearance

CPS HR promotes a professional and high quality workplace and image for our clients and employees. This is supported by dressing in appropriate business wear and by maintaining a neat and well-groomed appearance.

Requirements for all: Attire that is clean, neat, tidy and safe. Pay attention to appropriate personal hygiene. Present overall well groomed image. Wear safe and tasteful jewelry.

5.8.1 Exceptions

CPS HR has 'casual Fridays' and has relaxed standards for employees who are not meeting with or visiting client sites on Fridays. In addition to jeans, shorts may be worn from Memorial Day through Labor Day on Fridays. .

Though Fridays are a relaxed casual attire day, jeans and shorts must be neat, clean and tasteful. Tennis shoes or deck type shoes are allowed on Fridays.

Summary

Although managers and supervisors are ultimately responsible for ensuring compliance with the CPS HR smart dress standard, it is everyone's SHARED RESPONSIBILITY to support and interpret the dress guidelines within the spirit of professionalism intended. When in doubt.....dress up, not down!

5.9 Public Appearances and Acceptance of Gifts, Tickets or Passes

5.9.1 Public Appearances

- a. CPS HR encourages staff members to speak before public agency groups, conferences, seminars, etc. Engagements of this type provide useful information to clients, enhance CPS HR's reputation, and provide the speaker with valuable experience. All public appearances when representing CPS HR must be authorized by the employee's manager.
- b. Any honorarium paid to a CPS HR employee for such an appearance shall be returned to CPS HR and will be credited as unit income.

5.9.2 Acceptance of Gifts

- a. In order to avoid conflicts of interest or even the appearance of impropriety, this policy has been adopted to provide guidance to employees on CPS HR

expectations related to the acceptance of gifts, meals and entertainment from vendors, clients and or sub-contractors.

- b. From time-to-time, CPS HR employees and business units receive gifts (candy, promotional pens, flowers, etc.) from clients, vendors, sub-contractors, candidates, or other entities. In these circumstances, it is appropriate to either use the gift for work-related purposes or share the gift with staff and/or clients.
- c. Employees shall not allow any vendor or sub-contractor to pay for any meal or entertainment with a value greater than \$25. This includes any vendor and/or sub-contractor who is interested in providing service to CPS HR, is currently bidding to provide services to CPS HR or is a current provider of services or products to CPS HR.
- d. As a public employer, certain employees are also covered by provisions of the Fair Political Practices Commission (FPPC) and their conflict of interest legislation. See the Section 5.10 in the Personnel Policies and Procedures for more information on the Fair Political Practices Commission guidelines.
- e. However, irrespective of the reporting guidelines under the FPPC, all CPS HR employees must report gifts over \$50 received from vendors, clients, contractors, sub-contractors and other agencies to their manager.

5.9.3 Acceptance of Tickets or Passes

- a. This policy is pursuant to FPPC regulation 18944.1.
- b. For purposes of this policy 'ticket or pass' means admission to a facility, event, show, or performance for entertainment, amusement, recreational, or similar purpose.
- c. When an employee covered by the FPPC regulation (see section 5.10 below) is provided a ticket or pass by CPS HR, the ticket or pass will be treated as income consistent with applicable state and federal income tax laws and CPS HR, in accordance with FPPC regulation 18944.1 (d), will report the distribution of such ticket or pass as income on Form 802 of the FPPC and post on our website pursuant to such regulation.

5.10 Fair Political Practices Commission - Mandated Conflict of Interest Code

The Political Reform Act (Government Code Section 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes. The Fair Political Practices Commission has adopted a regulation (2 Cal. Code of Regs. 18730) which contains the terms of a standard conflict of interest code which can be incorporated by reference in an agency's code. After public notice and hearing it may be amended by the Fair Political Practices Commission to conform to amendments in

the Political Reform Act. Therefore, the terms of 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference. This regulation and the attached Appendix designating officials and employees and establishing disclosure categories, shall constitute the conflict of interest code of Cooperative Personnel Services (“CPS HR”).

All officials required to submit a statement of economic interests shall file their statements with the Executive Assistant as CPS HR’s Filing Officer. The Filing Officer shall retain the original statements filed by all officials and make the statements available for public inspection and reproduction. (Gov. Code Section 81008).

EXHIBIT “A” - Officials Who Manage Public Investments

CPS HR Officials who manage public investments, as defined by 2 Cal. Code of Regs. § 18701(b), are NOT subject to CPS HR’s Code, but are subject to the disclosure requirements of the Act. (Government Code Section 87200 et seq.). [Regs. § 18730(b)(3)] These positions are listed here for informational purposes only.

It has been determined that the positions listed below are officials who manage public investments: Members of the Board and their alternates; Chief Executive Officer; and Financial Consultants. [Individuals holding one of the above-listed positions may contact the FPPC for assistance or written advice regarding their filing obligations if they believe that their position has been categorized incorrectly. The FPPC makes the final determination whether a position is covered by § 87200]

The Act requires the officials listed above to provide similar disclosures to those required under Disclosure Categories 1 and 2 of this Code. Generally, they must disclose all investments and business positions in business entities, and sources of income that are located in, doing business in, or own real property within the jurisdiction of CPS HR. In addition, they must disclose any interests in real property, except their primary residence, which is located in whole or in part within, or not more than two (2) miles outside, the jurisdiction of CPS HR. The information contained in this paragraph is not meant to be exhaustive, but merely to provide a general overview of these officials’ disclosure requirements under the Act.

DESIGNATED POSITIONS-GOVERNED BY THE CONFLICT OF INTEREST CODE

Designated Employees’ Title Or Function

Disclosure Categories Assigned

General Counsel

1, 2

PRODUCTS AND SERVICES

SR / Practice Leader

2

Sales & BD Manager

3

Class/Comp Program Coordinator

3

Manager, Consulting Human Resource Services	3
Manager, Training Services	3
Technical Specialist	3
Merit Project Coordinator	3
Senior Program Coordinator	3
SR / HR Strategist	3

FINANCE

Chief Financial Officer	1, 2
Contracts Manager	2
Controller	2

HUMAN RESOURCES

Chief Workforce Officer	3
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INFORMATION SERVICES

Manager, Information Services Division	3
ISD Supervisor	3

MARKETING

Managing Director, Marketing Division	3
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Consultant	*
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[*Consultants/New positions shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in this Code subject to the following limitation:

The Chief Executive Officer may determine in writing that a particular consultant, although a designated position, is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with the disclosure requirements described in this section. Such written determination shall include a description of the consultant's duties and, based upon that description, a statement of the extent of disclosure requirements. The CEO's determination is a public record and shall be retained for public inspection in the same manner and location as this Conflict of Interest Code.(GC Section 81008)]

EXHIBIT "B" - DISCLOSURE CATEGORIES

The disclosure categories listed below identify the types of investments, business entities, sources of income, including gifts, loans and travel payments, or real property which the Designated Employee must disclose for each disclosure category to which he or she is assigned.

Category 1: All investments and business positions in business entities, and sources of income that are located in, doing business in, or own real property within the jurisdiction of CPS HR.

Category 2: All interests in real property which is located in whole or in part within, or not more than two (2) miles outside, the jurisdiction of CPS HR.

Category 3: All investments and business positions in, and sources of income from, business entities that provide services, supplies, materials, machinery, vehicles or equipment of a type purchased or leased by CPS HR.

5.11 Outside Employment

This section states CPS HR policy for outside employment and provides guidelines for outside employment which may conflict with CPS HR employment.

A CPS HR employee shall not be employed outside CPS HR or actively participate in any outside business if such involvement conflicts with current CPS HR contracts or hampers the employees ability to perform assigned duties.

5.11.1 Procedures:

1. Prior to accepting outside employment, employees must discuss pending outside employment with their immediate supervisor to determine if it will interfere or conflict with their CPS HR employment.
2. While both supervisors and employees shall consider the following with relation to outside employment, the supervisor will make the final determination as to the conflict of interest of employment outside CPS HR:
 - a. The potential impact of the outside work on the employee's CPS HR duties;
 - b. Attendance during regular working hours;
 - c. Availability for such things as overtime required to meet business objectives, meetings, or travel outside regularly assigned work hours.
3. Employees will not be employed outside CPS HR to perform services which CPS HR could normally expect to perform or which would allow the employee financial gain at the expense of CPS HR. These conditions exist when the employee:
 - a. Provides services for payment that might normally be provided by CPS HR;
 - b. Provides goods or services to persons contacted while on CPS HR business;
 - c. Uses CPS HR resources or performs outside work while at CPS HR during normal working hours, including making and receiving phone calls relating to any outside employment;
 - d. Acts as an outside advisor, consultant, or witness on contracts which CPS HR administers or which conflict with CPS HR's mission or interests;

- e. Engages in any business venture which could unfavorably influence any current or projected contracts or clients.
 - f. Accepts employment from businesses which offer personnel services to public or non-profit clients.
- 4. Employees applying for employment with any agency who could be a CPS HR client should determine whether CPS HR will be involved in the selection process so that steps may be taken to avoid any compromise of the selection process.
 - 5. The most notable exceptions to the outside employment policy would be activities such as presentations at professional conferences or meetings, serving as an assessor for an assessment center, serving on a panel, etc. If these types of activities occur during normal business hours or pose a possible conflict of interest, approval by the unit manager is necessary.
 - 6. Requests for and approvals of outside employment will be in writing and documentation will be placed in the employee's personnel file.
 - 7. An employee's authorization to engage in outside employment may be revoked at any time at the discretion of the unit manager, where it is determined that the conditions for approval set forth above have not been met.
 - 8. Vendor or subcontractor employment: In order to avoid conflicts of interest or create the appearance of impropriety, CPS HR employees shall not solicit or in any way assist an immediate family member to gain employment with vendors and/or subcontractors of CPS HR. For purposes of this policy, a family member includes husband, wife, registered domestic partner, father, mother, son, daughter, brother, sister, in-laws, grandchild, grandparent, stepparent, stepchild, stepbrother, stepsister.
 - 9. CPS HR employees who have a family relationship with employees of a CPS HR vendor or sub-contractor or a financial relationship/interest with a CPS HR vendor or sub-contractor shall notify their supervisor of such relationship and recuse themselves from decisions affecting that vendor or sub-contractor.

5.12 Cell Phones and PDA's – Acquisition and Use

5.12.1 Business Justification

Employee must discuss their cellular telephone needs with their supervisor to be considered and/or approved for a stipend.

5.12.2 Process and Procedure for Regular Employees

If it is agreed that a stipend is appropriate, the Cellular telephone/PDA Stipend Request form is completed and approved by the Manager or Sr. Manager.

CPS HR employees who have been approved for issuance of a CPS HR business phone may choose to use a personal cellular telephone or PDA for CPS HR business purposes. If the employee will be using his or her personal cellular telephone for CPS HR business purposes, the employee can submit a request for a monthly stipend meant to offset costs associated with using personal cellular equipment for CPS HR business. That monthly stipend will be in the amount of \$50.00 for cellular telephones and \$95.00 for PDA's. CPS HR policy is to allow employees to sync personal phones with CPS HR email and calendar using ActiveSync or POP3.

5.12.3 Special Considerations

In the event that an employee receiving a stipend must take an extended leave of absence (medical, personal or other) in which the employee is restricted from performing his or her job duties, the stipend or phone service may be suspended at the discretion of CPS HR after considering the totality of circumstances, including the length of the absence and the likelihood the employee will return. The stipend will be reinstated upon the employee's return to work.

5.12.4 Process and Procedure for Personal Devices

- a. Regular employees receiving a stipend will not be provided technical support for the employee's personal device. If an employee encounters difficulties syncing their personal phones with CPS HR email/calendar, the cell phone carrier will need to be contacted for support. CPS HR staff will only ensure that the correct email server, username, and password are being utilized.
- b. Employees choosing to independently procure a cellular telephone or PDA will be allowed to port over their current CPS HR cellular telephone number to avoid potential loss of contacts.
- c. Employees independently procuring a cellular telephone or PDA may be required to submit copies of cellular telephone statements to Accounts Payable as proof of active cellular telephone service.
- d. Employees independently procuring a cellular telephone or PDA may be required by the vendor to undergo a credit check prior to the establishment of service.

5.12.5 Process and Procedure for Intermittent Project Consultants

- a. Generally CPS HR will not issue CPS HR-owned cellular equipment to intermittent project consultants.

- b. Prior to incurring costs for CPS HR business calls on their private cellular equipment, the intermittent project consultant must discuss the need and get approval from their manager.
- c. To obtain reimbursement, the intermittent project consultant must complete a miscellaneous expense report and provide a copy of the detailed cellular invoice. A monthly flat fee of \$20 will be reimbursed to the intermittent project consultant. General Use for CPS HR-issued Devices
In the case of direct project billing, employee will notify CPS HR in the event of a change in project code occurs.

5.12.6 Use of Cellular Equipment while Operating a Motor Vehicle

- a. Employees shall not drive a motor vehicle while using a cellular telephone, unless that telephone is designed and configured to allow hands-free listening and talking operation and is used in that manner while driving.
- b. Employees shall not drive a motor vehicle while using an electronic wireless communications device to write, send or read a text based communication.
- c. All employees who receive the stipend will also be provided up to \$50 reimbursement towards purchase of a hands-free listening and talking device to use with their CPS HR issued cellular equipment. Receipts showing the purchase will be required.
- d. It is preferred that CPS HR employees avoid using cellular equipment even with a hands-free listening and talking device while driving, as the distraction of talking on a phone increases the chance of accidents. If possible, pull over and park the vehicle before making or receiving a call.
- e. Since use of cellular equipment without a hands free listening and talking operation and texting while driving is illegal in California and some other states, any citation that is issued to the employee for violating such law(s) will be the responsibility of the employee.

5.13 Internal Communications

A climate of open communication in the organization improves the chances for job satisfaction and high productivity. It is the intent of the CPS HR management team to encourage a philosophy of open communications on organizational issues throughout CPS HR.

Management can facilitate good communication by making certain system changes, but all employees need to expect communication, help others to ensure communication happens, and accept personal responsibility for obtaining information.

5.13.1 Personal Responsibilities

- Let others know in a timely way when our decisions, activities, or plans have mutual impact.
- When you can't attend a meeting accept responsibility for checking with someone who attended the meeting to obtain the information you need
- Encourage clarification and communication rather than repeating (or even listening) to rumors and gossip.
- Agree to participate in and encourage direct communication

5.13.2 System-wide communication strategies

- Periodically review written CPS HR and/or unit policies.
- Hold general staff meetings to cover such things as:
 - Agency-wide topics
 - Presentations by staff on current projects
 - Board and management activities
 - These meetings would be facilitated by the CEO, have an agenda so time is not wasted, be timed to occur shortly after Board meetings, and be attended by all staff present.
- Provide orientation of new employees (or provide reorientation of current employees if useful), which includes a review of CPS HR products, services, vision and values, as well as specific performance plans and goals for the employee.
- Develop product manuals providing a description of products and services.
- Ensure unit staff meetings are conducted within each unit on a regular basis.
- In both unit and management staff meetings, include a specific agenda item for discussion of decisions, activities, and plans that have mutual impact with others.
- Circulate significant documents.
- Use small group task forces for issue clarification/ input as determined appropriate by management.
- CEO will have a presence with staff by being available and visible and, upon request, by attending unit staff meetings.
- Plan periodic social events for all of us to get to know each other in a non-work environment.
- On an as-needed basis, and in a non-disruptive manner, employ such techniques as:
 - Sharing staff to gain awareness of programs
 - Sending representatives to other units' staff meetings
 - Creating rotational assignments

5.14 Home Office Standards

5.14.1 Establishment of Home Offices:

Regular CPS HR employees, at the discretion of CPS HR, may request or be asked to establish a home office. If a home office is established to conduct CPS HR business, the employee will be provided with the following CPS HR owned and issued equipment at the discretion of their supervisor:

- Laptop Computer
- External Hard Drive for back-up
- Printer (or printer/scanner combo)
- Cell Phone
- DSL Line or Cable for high speed internet connectivity – to be arranged for by employee with expense reimbursed by CPS HR
- Shredder (as determined appropriate)
- Office supplies - will be reimbursed and should be submitted as an expense item.

This equipment will be issued and returned through the assigned business unit under the signature of the supervising Senior Leader, following the established procedures for employee on-boarding and off-boarding. Employees will be asked to sign an agreement documenting receipt of specific equipment and acknowledging it as CPS HR owned property.

5.14.2 Intermittent employees

Intermittent project consultants are expected to provide their own equipment. CPS HR project-related work expenses will be reimbursed via submission of expense claims to the unit manager overseeing the intermittent employee.

5.14.3 Sub-contractors

Note: For purposes of definition and clarification ONLY, sub-contractor relationships are mentioned here. Sub-contractors are not CPS HR employees and are expected to furnish their own equipment and resources to meet project requirements and are responsible for their own expenses.

Any exceptions to the above standard must be requested by the Senior Leader and approved by the CEO.

5.15 Timekeeping and Labor Distribution

5.15.1 Purpose

1. This procedure sets forth the prescribed timekeeping practices and assigned responsibilities covering required employee responsibilities (entry and certification);

supervisory approvals; and changes to timekeeping records and required documentation.

2. Accurate timekeeping is of paramount importance for a variety of reasons. Customer billings may be based on actual hours and costs incurred; historical information also may be used to prepare future project proposals and budget forecasts. The circumstances and purpose of the work being performed (e.g., work for a contract) will determine the proper distribution of time--as opposed to availability of funding, type of contract, or other factors.

5.15.2 Scope

This Policy is applicable to all CPS HR employees.

5.15.3 Policy

5.15.3.1 General

- a. It is CPS HR policy that employees shall account for all of their hours worked on a daily basis (in minimum increments of ¼ hour). Hours will be charged directly to projects or indirectly to business units accurately reflecting the time and objective (e.g., contract task) for work performed.
- b. Labor costs that can be identified specifically to a client project shall be charged direct to that project/contract. Costs which are not client billable shall be charged to indirect accounts. Paid absences (e.g., vacation and holiday) are charged as indirect expenses.
- c. CPS HR timesheets are to be submitted on a weekly basis with the cycle beginning on a Sunday and ending on a Saturday.

5.15.3.2 Compliance

- a. The manipulation or falsification of time charges is a violation of this policy. For the reasons indicated above, employees are subject to severe disciplinary action (up to and including termination) for mischarging time.
- b. Failure to complete timesheets is a violation of this policy.
- c. Floor checks will be conducted to randomly determine compliance with daily timekeeping requirements.
- d. Summary floor check data will be shared on a quarterly basis with all Sr. Leaders and Division Managers.
- e. An employee who chronically fails floor checks (one or more times in most quarters) may be subject to disciplinary action.

5.15.4 Responsibilities

5.15.4.1 All Employees

- a. All employees are responsible for the accuracy of their individual time charges. Employees have full responsibility for the accuracy and daily completion of their timesheet.
- b. Employees are responsible for signing and submitting a completed timesheet at the end of each pay week.
- c. Employees are responsible for maintaining a Secure Password for timekeeping system access.

5.15.5 Supervisory Personnel

(Includes Primary Timesheet Approver and Backup Timesheet Approver)

1. Supervisors / approvers are responsible for reviewing timesheets for all individuals that directly report to them, and accept accountability for the accuracy of the timesheets they approve. Timesheets must be reviewed to ensure that the total time charged was worked by the employee and the individual charges are in accordance with authorized work that was actually performed. Charge numbers for both direct and indirect timekeeping entries should be verified to ensure proper accounting for all recorded time.
2. Supervisors / approvers who approve timecards with knowledge that they contain false information are in violation of this policy and may be subject to discipline.
3. Explanations regarding questionable charges should be obtained from the employee. The timesheet should be returned to the employee for any required changes and resubmitted for supervisory approval. Ultimately, the supervisor is responsible to ensure that identified errors are corrected before submitting the timesheet for further processing.

6 **EMPLOYEE HEALTH, SAFETY AND SECURITY**

6.1 ***Smoking Policy***

CPS HR provides employees a safe work place free of smoke and its by-products. Smoking has been recognized as a negative health factor and is not a protected right. Therefore, no smoking is permitted in any office, work space, or area of CPS HR. Employees, clients, candidates, or other visitors to CPS HR who choose to smoke must do so outside the building and within the guidelines below.

6.1.1 Guidelines

- Smoking is prohibited within 20 feet from any entrance to our buildings.
- Smokers are expected to dispose of their own cigarette butts in an appropriate and safe manner by placing butts in a trash receptacle, ensuring first that it has been properly extinguished. Littering by throwing butts on the ground is not an acceptable disposal solution. It is neither environmentally or aesthetically pleasing.

6.2 *Drug/Alcohol-Free Work Place Policy*

6.2.1 Policy

CPS HR's policy is to have a work environment free from the manufacture, distribution, dispensation, possession, or use of alcohol or a controlled substance.

Employees who violate this policy and anyone not complying with the following listed responsibilities will be subject to disciplinary action up to and including termination. Discipline will be handled according to disciplinary procedures in this Employee Handbook.

Reporting to work under the influence of alcohol, as well as the consumption of alcohol and/or possession of an open container on CPS HR premises is not allowed.

6.2.2 Employee Responsibilities

1. All employees are prohibited from manufacturing, distributing, dispensing, possessing, or using alcohol or controlled substances on company premises before, during, or after work hours.
2. Read, understand, and abide by this company policy.
3. Notify top management (or supervisor) of any criminal drug statute conviction no later than five days after such conviction.
4. Be willing to satisfactorily participate in a drug/alcohol abuse assistance or rehabilitation program if convicted for a violation of this policy.
5. If under a physician's care and taking prescription drugs that may impair work performance, notify immediate supervisor.
6. Refrain from the use of any legal or illegal substance (drugs or alcohol) that would impair work performance.

6.2.3 Immediate Supervisor Responsibilities

1. Inform all immediate subordinates of this policy.

2. Inform top management when an employee notifies the supervisor of his/her conviction of a criminal drug statute violation in the work place.
3. Immediately contact Human Resources when an employee is observed or has been reported to be have been observed to be under the influence or impaired by drugs or alcohol while on company premises or during work hours.
4. Take appropriate measures to ensure the safety of the employee suspected to be impaired, and all employees as necessary.

6.2.4 Top Management Responsibilities

1. Ensure that employees convicted of a criminal statute with respect to the manufacture, distribution, dispensation, possession, or use of a controlled substance in the work place are offered drug rehabilitation and/or take appropriate disciplinary measures up to and including termination of employment.
2. Ensure that employees who have been confirmed to have distributed, dispensed, possessed or were under the influence of alcohol in the work place are offered drug rehabilitation and/or take appropriate disciplinary measures up to and including termination of employment.

It is CPS HR's goal to provide a safe work environment and a healthy, productive work force. Ongoing compliance with the policy statement is required of all employees. While CPS HR expects that all employees will voluntarily comply with this policy, employees who exhibit signs or symptoms of being under the influence of alcohol or drugs may be referred for testing.

6.3 *Driving on CPS HR Business*

6.3.1 Background

This policy is being implemented to assist the organization in managing the risk and exposure related to employees driving on CPS HR business. The goal of this plan is for all employees to maintain a good driving record, carry at least the minimum required insurance as stated in the California Vehicle Code, and assist CPS HR in minimizing the risk factor of over exposure to litigation and claims resulting from auto accidents while conducting CPS HR business.

6.3.2 Employee Requirements

- Valid California Driver License
- Current DMV printout of driving record
- Proof of Insurance

6.3.3 Motor Vehicle Record Reporting Requirements

- All employees are required to immediately report to their supervisor/manager and Human Resources when they have been involved in an accident while driving on CPS HR business in a personal or rental vehicle.
- When an employee reports two at-fault (preventable) accidents within a 24 month period, a review of the employee's insurance coverage and job related driving activity will be required.

Alternatives to be considered:

- Limit the employee's driving on CPS HR business (if job allows)
- Have the employee increase their personal insurance coverage
- In order to prove that an accident is non-preventable an employee must supply their manager and Human Resources with supporting documentation from a law enforcement agency or an insurance company. Failure to provide this proof will result in the accident being classified as preventable.
- If an employee has his/her license revoked and/or suspended, the employee must notify their manager/supervisor and Human Resources. Depending on the nature of the employee's assignment and requirement for driving, CPS HR will evaluate its ability to accommodate the loss of drivers' license.

6.3.4 Documentation

- An approved driver's list will be maintained by Human Resources for all staff that must drive as a part of their jobs. Unit managers will be responsible for identifying the actual positions (based on work needs) annually when CPS HR re-negotiates insurance coverage.
- All drivers must be able to legally drive (need a valid driver's license) and must maintain their driver's license in good standing while employed at CPS HR.
- CPS HR participates in the California DMV Employer Pull Program
 - CPS HR will provide driver's license information to DMV for all staff that drive or may drive on CPS HR business.
- DMV will notify CPS HR in the event the status of an individual driver changes.

6.3.5 Insurance Liability Coverage and Limits

- All drivers must carry insurance with minimums at no less than the State legal requirement of the State in which the driver's license is issued. The preferred level of insurance coverage is \$100,000 combined single limits (this limit applies to all

claims within the policy period for bodily injury and property damage). At a minimum CPS HR requires the employee to have coverage for bodily injury liability per person, bodily injury liability per occurrence, and property damage liability coverage.

- CPS HR insurance plans will not cover liability or auto body damage to employees' autos except as stated below:
 - For those employees with comprehensive coverage CPS HR will pay their deductible, up to \$250, for accidents occurring while on CPS HR business, provided the employee is not at fault.
 - For employees without comprehensive coverage CPS HR will pay up to \$250 for uncovered damages to the vehicle, for accidents occurring while on CPS HR business, provided the employee is not at fault.

6.3.6 Violations of this Policy

- Any employee who has multiple preventable accidents while driving on CPS HR business, does not maintain proper insurance, has their driver's license suspended or revoked and/or violates this policy in any manner may be subject to discipline.

6.4 CPS HR Identification Badge Policy

CPS HR desires to provide a safe and secure work environment for employees, consultants, visitors, and our clients while in any CPS HR office facility. The proper display of identification and monitoring badges is one way to create a more secure work environment.

6.4.1 General

Every person inside a CPS HR office must wear a CPS HR ID badge. There are three types of badges – employee, consultant/intern, and temporary. Employee, consultant/intern and temporary badges indicate that a person may be in the office unescorted. Employee badges are printed with an employee photograph and full name. Consultant badges are printed with full name. Visitors are provided a temporary, stick-on name tag which indicates that a person must be escorted when inside a CPS HR office. CPS HR employees should speak with any unknown person who is not wearing a CPS HR badge or name tag to determine the nature of their business and a contact person within the building.

- a. At the completion of the visit, the temporary will be destroyed. The CPS HR staff member must sign the visitor out on the log sheet.

Human Resources is responsible for the receipt of ID request paperwork, creation, data security, badge issuance, badge collection, and employee badge tracking.

6.4.2 New Hires

When a new employee joins CPS HR, it is the responsibility of the employee's manager to complete the "ID Access Form" for the employee. The employee picture will either be taken at the Sacramento office by the HR Staff or in regional CPS HR offices by designated staff and forwarded to the CPS HR Sacramento home office. CPS HR ID badges will be ready in one to three business days after receipt of the completed "ID Access Form" and photo.

6.4.3 Employee Badge

- a. All regular CPS HR employees are required to wear their photo ID badges in plain view while in any CPS HR office. Badges must be worn facing out and are to be visible at all times. Supervisors and managers are responsible for informing their employees of this policy and ensuring that employees are properly displaying their badges.
- b. The default building access for regular employees will be 24/7 access to their assigned work building and 6:30-6:30 access to other buildings. Senior Leaders and other employees based on job responsibilities may have more extended access.
- c. Intermittent employees must have Manager/Supervisor authorization for key access. Authorization for facility access will be based on work assignment and business need. Intermittent employees may be issued a CPS HR ID badge for travel identification purposes upon request.

6.4.4 Lost or Stolen Cards

Lost or stolen cards should be immediately reported to the Human Resources Department but no later than 48 hours after discovery.

6.4.5 Employee Separations

When an employee separates from service with CPS HR, it is the employee's supervisor or manager's responsibility to collect ID badges from the employee in accordance with relevant policies and to return the badge to HR.

7 RECOGNITION AND REWARDS

The CPS HR Board of Directors, Executive and Senior Management Teams wish to regularly recognize the outstanding efforts of our employees. There are several vehicles to recognize individuals and teams as well as reward their efforts through the following programs:

- 1. Star Award Program
- 2. Super Nova Award Program
- 3. Constellation Award Program
- 4. Light Year Service Award Program

7.1 CPS HR Star Award

A Star Award is a 'Thank You for Extra Effort' on the part of an employee (regular, intermittent, proctor, temporary agency employee) or business partner. This is an informal, peer recognition program designed to be an easy and quick way to let one of your team members or co-workers know of your appreciation for something they did – above what was expected related to the CPS HR guiding values.

All employees with a CPS HR network login are eligible to nominate others and to receive awards. Additional information about Star Awards can be found on the Sharepoint home page.

7.2 Super Nova Award

This award is for recognizing individuals in the CPS HR organization who exemplify living out one specific CPS HR cultural competency through words and actions. The purpose is to highlight and call attention to someone whose behavior or action exemplifies what the organization's values and cultural competencies are all about.

All regular and intermittent employees are eligible for this award, which is for individuals only.

Additional information about Super Nova Awards can be found on the Sharepoint home page.

7.3 CPS HR Constellation Award

This is a Team Performance Award focusing on the accomplishments, results and achievements of a group of two or more. The purpose of this award is to recognize stellar team performance that leads to superlative results and especially noteworthy achievements in accomplishment of CPS HR strategic direction and goals.

CPS HR teams composed of two or more regular and/or intermittent employees are eligible for this award.

Additional information about Constellation Awards can be found on the Sharepoint home page.

7.3.1 Light Year Service Award Program

The Service Award Program is designed to recognize length of service as a regular CPS HR employee. Since continued success of CPS HR is based primarily on the efforts and contributions of its employees, it is appropriate to recognize the continued contributions

and service of employees who have been with CPS HR for 1 year, 5 years, 10 years, 15 years, 20 years, 25 years and beyond.

Service Awards will be given to an employee on their first year anniversary, and then for every five years thereafter of continuous, unbroken service with CPS HR as a regular employee. Service years will be calculated from most recent date of hire as a regular employee. If regular service with CPS HR is broken by separation, previous service time will not count toward service recognition milestones. Time served as an intermittent employee, contractor, or temporary employee will not count toward service award milestones.

Recognition will include certificates, gifts, and/or gift certificates. The value and gift selections will be evaluated periodically and may be changed by CPS HR to refresh the program.

The Executive Office will maintain an updated listing of current recognition awards provided for each five year milestone.

8 LEAVES

8.1.1 Leave Programs and Policy

CPS HR provides employees with paid and unpaid time off and leave options to cover illness, vacation, family emergencies, and other occurrences requiring time away from the job. CPS HR policy is designed to encourage planned leave which can be more productively managed than unplanned leave. All leave is granted at the discretion of management.

8.1.2 Personal Time Off (PTO)

Personal time off leave (PTO) is a combined leave program providing employees with paid time off for personal vacations or for short-term employee or immediate family illness, injury, or medical treatment. It is accrued based upon seniority (number of months of full time employment with CPS HR) and employment status. Only regular employees regularly scheduled to work 24 or more hours per week are eligible to accrue PTO. PTO will be granted in increments of one quarter hour. Accrual schedule effective 7-1-09 is outlined below:

Accrual Rates	Days/Yr	Hrs/Yr	Hrs/Mo	Hrs/PP
0-36 Months (0-3 yrs)	13	104	8.66	4.00
37-144 Months (3-12 yrs)	18	143	11.91	5.50
Over 144 Months (12+yrs)	22	182	15.16	7.00

(Higher accruals begin when employee completes 36th or 144th month of full-time employment.)

Regular part-time employees regularly scheduled to work 24 hours or more per week on a fixed schedule accrue PTO at a rate proportional to their work-week (e.g., an employee who works 24 hours per week would accrue 60 percent of the rate for a full-time employee).

The number of hours of PTO that an employee may carry on the books at any time is 320 hours (8 weeks). Once this limit is met, the employee will cease to accrue any leave until such time as the leave balance drops below the 320 hours.

8.1.3 PTO Leave Buy-Back

Employees may receive cash payment for accrued PTO. However, the employee must have at least 64 hours of remaining accruals upon completion of the buy-back, and during the preceding 12 months, they must have used a minimum of 80 personal leave hours. Annually, at the beginning of each fiscal year, the CPS HR Executive Team will review the parameters and/or caps on PTO leave buyback and publish any changes or restrictions to this policy. This cash-out will be authorized only if CPS HR has sufficient funds to provide payment. Requests for payment must be made in advance of each pay period.

Employees will be given a lump sum payment for PTO balance upon separation.

8.1.4 Procedures

Employees must request use of PTO from supervisors in advance of it being granted. Employees must use PTO for absences if they have a balance in their PTO bank, unless the employee is eligible for long term sick leave. If an employee is absent from work and has no PTO balance available, then the time will be designated as leave without pay.

Employees must have leave authorized by supervisors, show leave on timesheets, and verify that leave balances are reduced by usage. Discrepancies must be reported to the employee's supervisor when discovered.

8.1.5 Unplanned Absences

Unplanned absences should be for illness and emergency only. It is the responsibility of every employee to report the circumstances and probable duration of unplanned leave to their immediate supervisor or other appropriate supervisor daily within 30 minutes after the start of their regular work schedule. Employees who require unplanned leave after the start of the workday must report to their supervisor before leaving the office. A doctor's verification of illness may be requested for every request

for unplanned leave related to illness. Supervisors should contact Human Resources for further assistance.

A doctor's verification of fitness to return to work after absence for serious illness, injury, or contagious disease may be requested. Supervisors should contact Human Resources for further assistance.

Non-emergency appointments with physicians, dentists, and other medical practitioners should be scheduled during nonworking hours if practical. If this is not possible, every effort should be made to schedule the appointment so as to minimize time away from the job.

8.1.6 Long Term Sick Leave (LTS)

Long-term sick leave is an insurance designed to alleviate loss of salary during extended illness. It provides employees with paid time off when they cannot perform their duties because of long-term personal illness, injury, or medical treatment that involves continuous long term absence or recurring/intermittent absences due to the same chronic illness/injury or medical condition. Accrued long-term sick leave is available for use starting on the 4th consecutive work day (25th consecutive work hour) of an absence for illness or medical treatment. This means that an employee must use 24 consecutive hours of PTO, then would be eligible for long term sick leave.

Regular, full-time employees receive 48 hours (6 days) of long-term sick leave credits a year, accrued at the rate of 4 hours per month, or 1.85 hours per pay period. Regular part-time employees regularly scheduled to work 24 or more hours per week on a fixed schedule accrue sick leave at a rate proportional to their work-week. There is no limit on accrual of long term sick leave.

8.1.6.1 Procedures

It is the responsibility of every employee to report the circumstances of the need for long-term sick leave, the recovery process, and probable duration. Employees must personally report intended long-term sick leave to their immediate supervisor or other appropriate supervisor as soon as the need is identified but no later than 30 minutes after the start of the workday.

CPS HR will request a doctor's verification of illness for every long-term sick leave request regardless of length. A doctor's report is required for any long term illness that involves recurring/intermittent absences. The employee must provide a physician's notice that includes verification of the recurring illness/condition, the need for intermittent treatment or absences, a prognosis, and duration. CPS HR retains the right to interpret whether the documentation justifies eligibility for use of long term sick leave and to request additional medical updates as necessary. Any employee who falsifies a long-term sick leave claim will receive no compensation for the time in question. They may also be subject to disciplinary action up to and including dismissal.

Employees must have leave authorized by supervisors, show leave on timesheets, and verify that leave balances are reduced by usage. Discrepancies must be reported to the employees' supervisor when discovered.

8.1.6.2 Conversion of PTO to Long Term Sick Leave

Employees at the limit may request to convert a block of 48 hours of PTO to long-term sick leave once every 12 months.

NOTE: Per our contract with CalPERS, long term sick leave balances can be converted to service credit if/when an employee retires from CPS HR.

8.1.7 Family Sick Leave

Depending upon business requirements and supervisory discretion, accrued PTO may be used for absences due to the illness or injury of a family member.

The State of California has enacted legislation permitting the use of sick leave for family illness. Subject to the definitions contained in California law, each calendar year an employee may use up to one-half of the employee's annual accrual of PTO and up to three days (one half of the annual accrual) of the employee's Long Term Sick Leave to attend to an illness of a child, parent, spouse, or domestic partner of the employee. The employee must use three days of PTO immediately prior to using Long Term Sick Leave and may use additional PTO once the three days of Long Term Sick Leave has been used. Additional use of leave for family illness is at the discretion of the employee's supervisor.

8.1.8 Holidays

Paid holiday leave provides the employee with paid time off to recognize the following holidays:

HOLIDAY	OBSERVED
New Year's Eve	December 31st
New Year's Day	January 1
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Thanksgiving	Fourth Thursday in November
Day after Thanksgiving	Fourth Friday in November
Christmas Eve	December 24
Christmas	December 25
Year End Holiday Closure	CPS is closed between Christmas Eve and New Year's Day. This closure includes four paid holidays; employees are required to use PTO for

	the balance of the non-holiday closure days*.
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*NOTE: For the Year End Closure, any new regular employee hired after September 30th each year who does not have sufficient time to accrue PTO to use during the closure will be advanced time to cover the non-holiday time during the closure. Additional accrual will stop until the advance can be repaid, following the closure period. Holidays that fall on a Saturday will be observed on the preceding Friday. Holidays that fall on a Sunday will be observed on the following Monday.

On these days, CPS HR offices are closed and full-time employees receive their normal pay. Regular part-time employees regularly scheduled to work at least 24 hours per week receive holiday pay proportional to their work-week.

Paid time includes the following:

PTO = Personal Time Off
CTE = Compensated Time Earned
HTE = Holiday Time Earned
LTS = Long Term Sick

In addition to receiving holiday pay, employees who work on an official holiday will receive the following:

Non-Exempt Employees: If a non-exempt employee works on a holiday and that results in the employee working more than 40 hours in the pay week, the employee will receive overtime for any hours above 40 in that week.

Exempt employees: If an exempt employee works on an official CPS HR holiday, the employee accrues an equivalent amount of Holiday Time Earned (HTE) to the hours worked on the holiday, up to a maximum of eight hours. A minimum of four hours must be worked on a holiday to earn any HTE. All Holiday Time Earned will be recorded in a separate HTE bank, so this time will not affect the PTO cap.

Holiday Time Earned (HTE) has no cash value. Therefore, no cash payout of HTE is allowable during employment or at separation from CPS HR. The employee must use any accrued HTE no later than the last day of the last pay period of the fiscal year or lose all HTE accrued in that fiscal year. As of the end of each fiscal year, each HTE bank balance will be deleted and each employee will begin the new fiscal year at a zero HTE balance.

8.1.9 Bereavement Leave

Bereavement Leave provides time to attend to matters related to death and grieving associated with the death of a family member. Regular employees scheduled to work 24 or more hours per week may be granted up to three consecutive days of absence with pay (part-time employees receive proportional pay) for the death of a parent, spouse, domestic partner, child, grandparent, brother, sister, or mother- or father-in-law. Bereavement leave is available to regular employees for the death of a domestic partner's equivalent relative as listed above. Bereavement leave requests must be

approved by the supervisor considering relationship of employee to the deceased. If an employee requires more than three days away from the job, additional time using PTO may be requested and/or approved.

8.1.10 CA State Disability Insurance (SDI)

The CA State Disability Program is State-mandated and funded through employee payroll deductions. This program provides affordable, short term benefits to eligible employees who suffer a loss of wages when they are unable to work due to a non-work related illness or injury, or a medically disabling condition from pregnancy or childbirth. Each regular employee shall be eligible for a disability leave in accordance with the following rules:

1. Employees shall be required to use any available accrued leave benefits in order to receive paid leave.
2. CPS HR integrates (coordinates) either Long Term Sick Leave and/or PTO in an amount which is the difference between their SDI payment and their full net wage during the period of paid leave.
3. In the event that disability leave is granted on a retroactive basis, employees shall have leave benefits reinstated in the equivalent value of the disability benefits.
4. During the period of paid disability leave, employees will continue to accrue full benefits for personal leave, long-term sick leave, and holidays. Benefits for retirement will be accrued on the salary differential representing the adjusted leave benefits.

When personal leave (PTO) credits are exhausted before long-term sick leave credits are available for use, (long term sick leave is available for use starting on the 25th consecutive hour of an absence for illness or medical treatment) each regular employee on illness or injury status shall be granted a temporary unpaid disability leave until long-term sick leave is available. After all leave credits are exhausted, an unpaid disability leave shall be granted.

Disability leave will be discontinued when the employee is released to return to work or it is determined by a physician the employee may not return to normal work.

Before granting disability leave or authorizing a return to work, the manager/supervisor shall consult with Human Resources. Employees shall accrue no benefits while in non-paid status except as provided in these rules.

8.1.11 Short Term Disability Policy (STD)

CPS HR provides its employees with a short term disability policy to replace part of your income should you be unable to work due to illness, injury or pregnancy disability.

Benefits begin after an elimination period of 7 days. Currently, qualified employees receive 60% of their weekly earnings up to \$1500.00 per week. The duration of STD is 12 weeks. Employees are required to complete the STD form and submit to Human Resources. Eligibility for payment is determined by the disability carrier. Employees may use PTO to make up the difference between the STD benefit and their normal salary. However, sick leave and holiday pay may not be used as this would make the employee ineligible for benefits.

****CA employees who pay into CA State Disability Insurance (SDI) will receive 55% of their weekly earnings from CA SDI and approximately 5% of their weekly earnings from STD.**

8.1.12 Long Term Disability Policy (LTD)

CPS HR also provides its employees with a long term disability policy. This policy is an extension of the Short Term Disability policy if additional time is needed when unable to work due to illness, injury or pregnancy disability. The elimination period is 90 days (or the end of your STD maximum benefit period – whichever is later). Currently, qualified employees receive 60% of their weekly earnings up to \$7000.00 per month. This benefit will pay to age 65 provided you are still disabled and unable to work.

Employees are required to complete the LTD form and submit to Human Resources or carrier. Eligibility for payment is determined by the disability carrier.

****CA employees who pay into CA State Disability Insurance (SDI) will receive 55% of their weekly earnings from CA SDI and 5% of their weekly earnings from LTD.**

However, the benefit to age 65 may differ with CA SDI. (Contact the EDD office nearest you for more information).

8.1.13 Military Leave

This leave is designed to meet the requirements of the appropriate government codes and provides a means for giving time off to meet a military obligation. CPS HR will comply with all provisions of the military and veterans' code. CPS HR retains all rights to require proper notice and verification. All regular employees are eligible for this leave.

Employees under military order to attend summer camp, emergency service, or other active duty may receive pay from CPS HR which combined with their military pay is equivalent to their normal rate of pay earned during a 30 calendar day period per fiscal year. Employees whose military pay meets or exceeds their CPS HR pay will be given leave without pay but will retain full seniority and benefits for up to 30 calendar days in a fiscal year. Military leave beyond 30 days will be computed as an unpaid leave and all CPS HR benefits will cease except those required by law or appropriate government code, otherwise provided in these policies, or by Board authorization.

To receive leave, employees must present a copy of orders to the supervisor as soon as they are received. To be compensated by CPS HR, employees must submit a copy of their military pay voucher for the covered time period.

8.1.14 USERRA - Uniformed Services Employment and Reemployment Rights Act

Reemployment Rights, Health Insurance Protection and Military Family Leave (FMLA)

CPS HR will comply with current USERRA law.

8.1.15 Right to be free from Discrimination and Retaliation

CPS HR will not discriminate or retaliate against anyone because of his/her status in the uniformed service.

8.1.16 Pregnancy Disability Leave (PDL)

CPS HR will comply with all provisions of California state law regarding Pregnancy Disability Leave (PDL) and reserves all rights of restriction. Generally, pregnancy disability leave is available to regular employees of CPS HR. The law provides up to four months (16 weeks) of unpaid leave for disability related to pregnancy or childbirth. Includes time off needed for prenatal care, severe morning sickness, doctor ordered bed rest, childbirth, recovery from childbirth, or any related medical conditions. If an employee is disabled as the result of a condition related to pregnancy, childbirth, or associated medical condition and requests reasonable accommodations upon the advice of her health care provider, an employer must provide reasonable accommodation. The employee must be returned to the same or comparable position upon completion of the leave, unless otherwise provided in the law.

Pregnancy disability leave is in addition to any leave entitlement the employee might have under California Family Care Act (CFRA), but may run concurrent with the Federal Family Medical Leave Act leave (FMLA). For example, an employee could take four months pregnancy disability leave for her disability, and 12 weeks CFRA leave to bond with the baby. Medical premiums shall be paid only for the first 12 weeks of leave.

CPS HR may require the employee to use her accrued sick leave during any unpaid portion of her pregnancy disability leave. CPS HR provides for an integration of PDL and Long Term Sick Leave. The employee may use vacation leave (PTO) credits to receive compensation during an otherwise unpaid portion of her pregnancy disability leave. However, the employee is not required to use PTO or other accrued time off (CTE).

8.1.17 CA Family Rights Act (CFRA)

CPS HR will comply with all provisions of the California Family Rights Act. For employees in regional offices outside the state of California, either the CFRA or the local law, whichever provides a better benefit, will apply. For any applicable law, CPS HR retains all rights of restrictions.

Generally, CFRA mirrors the Federal Family Leave Act (FMLA), except as noted above regarding pregnancy. Definition of family will include domestic partners. Definitions such as qualifying medical condition or who qualifies for a leave are as defined in the law. To qualify, an employee must have worked for CPS HR for 12 months, and must have worked a minimum of 1250 hours in the preceding 12-month period. Full-time employees may take up to 12 weeks in a 12 month period (part-time employees may take leave on a proportional basis) for his or her own qualifying illness, to care for an ill family member or someone who stood in loco parentis (in the place of a parent – i.e., non-biological parent to be given the legal rights and responsibilities of a biological parent), or upon birth of a child or placement of a child for adoption. In the event of birth of a child or placement for adoption, the leave must occur within 12 months of the birth or placement and may be limited to one leave. The leave does not need to be taken in one continuous period of time. However, leave taken for the birth or adoption of a child must be completed within one year of the event.

CPS HR has elected a rolling 12-month period for determining the period of a leave. CPS HR will continue to pay its share of the employee's medical premium for the 12 weeks of leave. CPS HR will require the employee to use accrued PTO or other accrued time off (CTE) during the leave, except that leave may be used in conjunction with CA SDI or other disability insurance to equal a full check. If the CFRA leave is for the employee's own serious health condition, the use of sick time will be required. Once accrued leave is exhausted, the employee will be granted unpaid leave for the duration of the 12 weeks. CPS HR may require the employee to provide proof of the need for the leave in accordance with state law.

CPS HR will return the employee to the same or comparable position upon completion of the leave. If the employee does not return from leave, CPS HR may seek reimbursement of any medical premiums paid during the leave. Under the general leave policies, an employee may be granted an additional period of leave using either accrued time, or unpaid leave following completion of the CFRA leave.

Employees on CFRA leave of absence may also be eligible for six weeks of **paid** leave under (PFL) Paid Family Leave, a program administered by the California Employment Development Department.

8.1.18 Federal Family Medical Leave Act (FMLA)

CPS HR will comply with all provisions of the Federal Family Medical Leave Act and retains all rights of restrictions. Definition of family includes domestic partners. The provisions of FMLA are similar to CFRA, except with regard to (PDL) pregnancy disability leave.

Note: Some states have similar statutes as FMLA as well as other statutes that affect an employee's right to leave for particular purposes such as pregnancy, attendance at school activities, organ or blood marrow donations, worker's compensation, and disability. CPS HR will comply with the federal or state provision that provides the

greater benefit to the employee. FMLA has been expanded to cover military personnel and their families (see Military Leave above).

8.1.19 Paid Family Leave Law (PFL)

The PFL program is a component of the CA State Disability Insurance (SDI) Program administered by EDD. For California workers covered by SDI, Paid Family Leave provides up to six (6) weeks of **paid** benefits for employees who take time off work to care for a seriously ill child, spouse, parent, or domestic partner, or to bond with the employees new child or the new child of the employees spouse or registered domestic partner; or to bond with a child in connection with the adoption or foster care placement of the child with the employee or the employees spouse or registered domestic partner. No more than six weeks of PFL benefits may be paid within any 12-month period.

Paid Family Leave may be used back-to-back with the SDI pregnancy-related disability once you no longer receive SDI payments. There is no additional seven-day waiting period for the Paid Family Leave benefit. You will automatically be sent a claim for PFL Benefits when your pregnancy-related disability claim ends.

CPS HR requires an employee to take up to two weeks of PTO. However, an employee is not required to use accrued long term sick leave.

Employees are required to take leave under the federal FMLA and/or CFRA at the same time they are receiving Paid Family Leave. The Paid Family Leave Program does not protect your job. Employees have job protection under FMLA and/or CFRA.

Note: FMLA and CFRA are federal and state leave laws; Paid Family Leave insurance does not change either law in any way and is completely separate from them.

8.1.20 General Leaves of Absence

In addition to any leaves provided by federal or state law, CPS HR provides general leaves of absence. A leave of absence provides a means for employees to take prolonged time off without terminating employment. Such leaves are granted only when there is an expectation that the employee will return to work. Employees may request a leave of absence without pay for employee or family illness, maternity or paternity leave, adoption, education or training which will benefit CPS HR, military service, or urgent or substantial personal reasons. The supervisor will determine whether the leave can be granted based on urgency and workload requirements.

8.1.21 Temporary Unpaid Medical Leave

If an employee has no PTO, temporary unpaid medical leave may be granted during the first 24 consecutive scheduled work hours of a personal or immediate family illness, injury, or medical treatment. Based on work requiring the employee's presence and the employee's pattern of leave management, the supervisor will determine whether the

leave will be authorized. This applies to leaves which do not qualify for Family Medical Leave Act (FMLA) Pregnancy Disability Leave (PDL) and California Family Rights Act (CFRA).

8.1.22 Extended Unpaid Medical Leave

Employees physically unable to work and under a doctor's care must use all long-term sick leave and/or PTO credits and then may be granted unpaid medical leave. Any leave approvals will be determined after consideration of business needs of CPS HR. A doctor's verification of the employee's physical condition and continued need for leave will be required periodically. An unpaid leave may be granted at the discretion of CPS HR for up to three months and/or until the attending physician releases the employee to return to work. Any unpaid medical leave beyond three months must be approved by the CEO or CWO. For employees eligible for FMLA, CPS HR will comply with applicable federal and state laws, which may make the employee eligible for leave beyond three months.

8.1.23 Unpaid Leave, Non-Medical

This covers leave for non-medical, urgent, or substantial personal reasons for needing time off from the job. All personal leave must be used before an unpaid leave of absence will be granted. Such leaves of absence may be granted for up to three months. In exceptional cases, leave may be extended beyond three months, but must be approved by the CEO or CWO.

8.1.24 Parental Participation in Children's School Activities

CPS HR will comply with all provisions of the California law regarding parental participation in children's school or licensed day care activities and retains all rights of restriction. Generally this law requires employers to grant a parent up to eight hours per month of unpaid leave, to a maximum of 40 hours per year to participate in a child's school activities. Such participation may include parent teacher conferences, field trips, or other school related events. The employee must provide reasonable notice, and may use accrued PTO to cover the absence. CPS HR may require appropriate documentation from the school regarding the parent's participation. Though this law is a mandate affecting California employees, CPS HR will extend this benefit to all CPS HR regular employees.

8.1.25 Court Appearances

Leave for court appearances promotes good citizenship and assists employees in assuming their obligations in the performance of civic duties without financial loss. Pay for such leave is granted only to employees regularly scheduled to work 24 hours or more per week. Part-time employees will be paid for jury duty only those hours they would have been regularly scheduled to work.

8.1.25.1 Jury Duty

- a. Employees must inform the supervisor when the initial notice or questionnaire is received for jury duty. Since time off with pay will be granted for such duty, the employee must remit to CPS HR the fee for jury duty. If the employee chooses to keep the jury duty pay, PTO must be used.
- b. Because employees may be called for jury duty late in the morning or released early in the day, supervisors may require them to work the remaining fraction of the work day. If employees do not comply with this obligation, they will not be paid their CPS HR salary for time not at work.

8.1.25.2 Witnesses

- a. Employees subpoenaed as a witness in a civil or criminal trial or hearing must provide their supervisor with a copy of the court order requiring appearance prior to the date of the appearance.

8.1.25.3 Other

- a. Employees called as expert witnesses in a trial in which CPS HR has no interest must use PTO for the time off.
- b. If an employee is personally involved in a court case as the plaintiff or defendant, the employee must take PTO to appear in court or to transact business associated with the case.

8.2 **Donation of Leave Policy**

8.2.1 Policy

CPS HR employees may donate existing accrued personal leave to employees who are suffering from a catastrophic illness or event, have exhausted their applicable paid leave, and have been granted a period of unpaid leave.

8.2.2 Definitions

Catastrophic illness or event. Serious or terminal illness of employee; death and/or terminal illness of spouse, domestic partner or child; or child of spouse or domestic partner or parent, grandparent, brother, sister, or mother or father-in-law.

Donor. Employee who agrees to donate a portion of their leave to another employee. In order to qualify as a donor, employee must meet following criteria:

- Be a regular status (full-time or part-time) employee.
- Offer a donation of PTO to a donee.
- Maintain a minimum balance of 40 hours of personal leave following making the donation.
- Make donation via a signed memo (indicating how much leave time and for whom) to the HR Department.

Donee: Employee who is eligible under this policy to receive donations of leave from other employees. Eligibility is determined based on the following:

- Is a regular status (full-time or part-time) employee.
- Has been granted unpaid leave by their manager.
- Has experienced a catastrophic illness or event as determined by the Leave Committee.
- Has consented to be a donee.

8.2.3 Procedures and Responsibilities

Anyone can notify the HR Department of a potential donee.

Human Resources:

- Verifies that the potential donee has been granted unpaid leave by their manager.
- Reviews the potential donee's situation to determine if the employee is experiencing a catastrophic illness or event.
- Contacts the potential donee for their consent to be a donee.
- Notifies staff of the "need" by sending out an all CPS HR email
- Keeps track of all donated leave which is only used on an as needed basis in the chronological order of donation
- Implements approved leave donation request(s) during the appropriate payroll run.

Department Manager

Reviews the business needs of CPS HR and the unit to determine if and how much unpaid leave to grant an employee who has exhausted their paid leave.

8.2.4 Guidelines

- Donated leave can afford an employee paid leave during the time they have been granted unpaid leave but does not extend the return date specified by their unpaid leave authorization.
- An employee's decision to donate leave time is purely voluntary and no pressure shall be placed on any employee to make such a decision.
- No employee shall actively solicit donations of leave hours from other CPS HR employees, either during work hours or after.
- Donations are to be offered on an as-needed basis and handled in a confidential manner.

- Donor's leave hours are converted to a gross wage value based upon their hourly rate of pay at the time of donation and converted back to the appropriate number of leave hours based on the donee's hourly rate of pay.
- Donated hours will be deducted from the donor's leave balance during the payroll period it is given and added to the donee's leave balance in the payroll period it is needed.
- Consistent with existing IRS regulations, donated leave is not a charitable deduction for the donor, and the value of donated leave is treated as taxable income to the donee.

9 BENEFITS

9.1 Health and Welfare Benefits

This section contains a summary of health and welfare benefits offered to regular CPS HR employees. For more information contact the Benefits Coordinator in HR

This summary is intended to be a reference to the many benefits you receive as an employee or retiree of CPS HR Consulting. Our intent is to provide a balanced benefits package for our regular employees. However, CPS HR, at its discretion, may add, change, alter, or delete any benefits structure, vendors or contribution rates for all regular employees and retirees.

<u>Benefit</u>	Health Insurance – Regular Employees
<u>Who Pays</u>	CPS HR and You
<u>When Eligible</u>	First of month after employment. Sign up within 30 days of employment or during open enrollment period each calendar year.
<u>What you Receive</u>	Group hospital, surgical, and medical protection for you and your family. CPS HR provides access to several plans with varying levels of service and cost. CPS HR pays the following amounts toward premiums. The CPS HR contribution for regular PT employees is the fixed percentage of allocated time based on the PT employee's FTE status.

<u>Category</u>	<u>Amt CPS Pays for FT EE</u>	<u>Amt CPS Pays for PT EE</u>
Employee Only	85%	CPS% x FTE Allocation
EE + 1 Dependent	85%	CPS% x FTE Allocation
EE + 2/more Dependents	85%	CPS% x FTE Allocation

<u>Benefit</u>	Retiree Health Insurance
<u>Who Pays</u>	CPS and You

When Eligible

Tier 1: Regular employees hired by CPS HR prior to January 1, 2003, with five years of CPS HR service are eligible for the maximum benefit equal to the CPS HR contribution for active “employee only” category benefits.

Tier 2: Employees hired on or after January 1, 2003, incrementally earn access to this benefit over 15 years of service with CPS HR as a regular employee.

CPS HR employees hired on or after January 1, 2003 through June 30, 2009, become eligible for 30% of the maximum benefit after five years of service plus earn 7% per year additional contribution percentage for each additional year up to the maximum benefit. See chart below:

<u>Service years with CPS</u>	<u>Percent of maximum benefit</u>
5 years regular service	30%
6 years regular service	37%
7 years regular service	44%
8 years regular service	51%
9 years regular service	58%
10 years regular service	65%
11 years regular service	72%
12 years regular service	79%
13 years regular service	86%
14 years regular service	93%
15 years regular service	100% (Maximum benefit - equal to CPS contribution toward active ‘employee only’ category)

Tier 3: Employees hired on or after July 1, 2009 will be eligible to continue with CPS HR group benefit plan upon retirement, but will receive no monetary contribution from CPS HR towards the premium cost.

Additionally, to be eligible for the retiree health benefit, the employee must meet all of the following additional criteria:

- Be covered by a CPS health insurance provider at the time of their retirement date.
- Service eligibility criteria of 5 years with CPS HR and eligible to retire from CalPERS retirement system. Service credit is consecutive and counted from the most recent hire date as a regular CPS HR employee;
- Must file for and retire directly from CPS HR active service within 30 days of last day of active work;
- Separation from CPS HR must be voluntary retirement. (Exception is layoff. If an employee is notified of layoff and is eligible for retirement, the employee may

choose retirement in lieu of layoff and assuming employee meets all other eligibility criteria would still be eligible for the retiree health benefit.)

What you Receive: Eligible Retirees Under Age 65 (Not Medicare Eligible):

Contributions toward retiree health premiums are tied to the CPS HR contribution for the “employee only” category. Maximum benefit available to retirees equals the CPS HR contribution toward active employees at the employee only level. Tier 1 eligible employees receive maximum benefit. See chart above for actual percentage of ‘maximum benefit’ available for Tier 2 employees based on years of service with CPS HR. Tier 3 employees receive no contribution towards premiums from CPS HR.

No contribution is made toward the spouse/dependent portion of the health premium. Upon the death of a retiree, the spouse and/or dependents may continue coverage at the current group rate. However, the dependent will be required to pay the full health premium; no contribution will be made by CPS HR.

Dependents must be enrolled at time of employee’s retirement and conversion to retiree health program. Dependents cannot be added later.

If a retiree or surviving dependent drops retiree health coverage at any time and/or fails to pay their portion of the premium and consequently coverage is cancelled, employee and/or dependent loses both eligibility to enroll in CPS HR group health and eligibility for the CPS HR contribution benefit. No reinstatement is allowed.

Eligible Retirees Age 65 and over (Medicare Eligible)

At the time a retiree reaches the age of 65, that retiree will be transitioned from the CPS HR group health plan to a provider of Medicare supplemental insurance through an exchange. The CPS HR contracted vendor will assist the retiree in selecting an individual Medicare plan.

In addition, CPS HR will provide a Health Reimbursement Arrangement (HRA) for each retiree and will deposit a fixed monthly contribution into that account. The retiree will be able to use the HRA to pay for health premiums and other unreimbursed medical expenses as allowed under current IRS regulations.

Retirees in Tier 1 or Tier 2 will receive the same fixed monthly amount contribution from CPS HR, determined at CPS HR’s

discretion and reviewed on an annual basis. Tier 3 retirees will receive no CPS HR contribution.

No contribution is made toward the spouse/dependent portion of the health premium. Upon the death of a retiree, the spouse and/or dependents may continue coverage through the Medicare exchange. However, the dependent will be required to pay the full health premium. No additional contributions will be made by CPS HR into the HRA. Since the HRAs are joint accounts, the spouse will be allowed to use the remaining funds previously allocated to the HRA.

If a retiree or surviving dependent drops the CPS HR sponsored Medicare Exchange coverage at any time and/or fails to pay their portion of the premium and consequently has coverage cancelled, the employee loses eligibility to receive the CPS HR contribution benefit. Retirees who have dropped coverage can, however, make a request of CPS HR to re-enroll in this plan at either annual open enrollment or by providing documentation of a qualifying event outside the open enrollment period. Upon re-enrollment, the retiree will not receive any CPS HR contribution toward health premium costs.

CPS HR may, at its discretion, alter the retiree health contribution structure, payments and maximum benefit, paying less or more toward retiree health premiums.

Current Benefit:

Benefit

Who Pays

When Eligible

What you Receive

Dental Insurance

CPS HR and Employee

First of month after employment

All regular FT and PT employees are eligible. You may select the dentist of your choice. For FT employees, CPS HR pays 85% of **employee** only costs; for regular PT employees, CPS HR pays a percentage of the costs based on regular FTE status. Any cost for coverage beyond the CPS HR contribution amount of "employee only" is borne by the employee. Benefit description is updated annually at Open Enrollment.

Benefit

Who Pays

When Eligible

What you Receive

Vision Insurance Plan

Employee

First of month after employment

This employee-paid benefit allows regular employees to participate in a vision insurance plan to offset expenses related to exams, glasses, and contacts.

<u>Benefit</u>	Flexible Spending Account (125 Plan)
<u>Who Pays</u>	Employee
<u>When Eligible</u>	First of month after employment
<u>What you Receive</u>	You are automatically enrolled in the pre-tax premium plan. In addition, employees may enroll in any of the two options which include Medical Care Reimbursement, and Dependent Care Reimbursement. Tax savings under these plans will vary based on your individual salary and personal income tax level. Tax savings include federal and state taxes.
<u>Benefit</u>	Life/Accidental Death/Dismemberment Insurance
<u>Who Pays</u>	CPS HR
<u>When Eligible</u>	Upon employment.
<u>What you Receive</u>	CPS HR enrolls you automatically. Regular employees will receive one times their annual salary up to a maximum of \$100,000. Premiums for coverage in excess of \$50,000 are taxable income for employees.
	Regular employees scheduled to work 24 hours or more per week will have premiums paid on a pro rata basis based on a percentage equivalent to the number of hours they work.
<u>Benefit</u>	Voluntary Life & Voluntary AD&D
<u>Who Pays</u>	Employee
<u>When Eligible</u>	Sign up within 30 days of employment. Employees may be subject to evidence of insurability for the life insurance coverage.
<u>What you Receive</u>	Employees can elect up to 5 x annual salary to a maximum of \$300,000. Spouse coverage is optional up to 50% of the employee election and children coverage is optional up to \$10,000.
<u>Benefit</u>	Retirement Plan
<u>Who Pays</u>	CPS HR and Employee
<u>When Eligible</u>	Upon employment for regular employees.
<u>What you Receive</u>	The Public Employees' Retirement System provides: <ul style="list-style-type: none"> 1. Income for service and disability retirement. 2. Death benefit payments 3. An option that member contributions, with interest, will be refunded upon termination of employment. 4. Cumulative cost-of-living protection of up to 2% per year. 5. Unused sick leave credits are computed as time worked when computing retirement benefits. <p>Each employee must contribute approximately 7% of his/her salary towards the employee's retirement account. CPS HR contributes an amount determined by PERS to keep CPS HR's account actuarially sound.</p>

<u>Benefit</u>	Deferred Compensation
<u>Who Pays</u>	Employee
<u>When Eligible</u>	Upon employment
<u>What you Receive</u>	CPS HR provides access to two 457 plans, supplementary retirement savings accounts: CALPERS and Nationwide. Employees may defer an amount not to exceed the legal limit as defined under federal law. The limit changes periodically. A participant who attains age 50 (before the end of the tax year) can make additional contributions to a tax-deferred program each year, again within the limits of the law. A minimum of at least \$20 per month must be deferred to remain in the plans. Participants (employees) may be assessed administrative and/or fund fees on an annual basis. You may start or stop contributions at any time.
<u>Benefit</u>	MediCare
<u>Who Pays</u>	CPS HR and Employee
<u>When Eligible</u>	Upon employment for employees hired after March 1986
<u>What you Receive</u>	You are eligible for MediCare health insurance protection after you turn 65 years of age. Employee pays 1.45%.

9.2 Employee Assistance Program (EAP)

The health of an organization is usually measured by the bottom line, but the health of an organization is also a reflection of the physical and emotional well-being of each and every employee. We recognize that problems unrelated to work responsibilities can have an effect on an employee's overall well-being and work performance. Sometimes the problems can be solved without outside assistance. Other times the help of an objective trained professional is necessary.

CPS HR has established an Employee Assistance Program (EAP) to expand support services available to employees to assist them in managing change and personal stress, and to improve the quality of their work and personal lives. The purpose of this policy is to assure that employees with problems affecting the quality of their work and personal lives may be offered assistance through the EAP.

9.2.1 Management and Supervisory Responsibilities

1. Understand the Employee Assistance Program (EAP) and make sure employees are aware of the program.
2. Recognize the EAP as a resource to help maintain productivity.
3. Encourage the employee to utilize the EAP as early as possible to prevent performance problems or to assist in restoring work performance to an appropriate

level. Assure employees that their security and promotional opportunities will not be jeopardized by requesting assistance.

4. Approve use of accrued sick leave or personal leave time for accessing EAP services during business hours using the same requirements as other time off use (i.e. business necessity, verification from counselor, etc.).

Encourage use of the EAP by showing flexibility in arranging time off. This includes, where appropriate, approving requests to take time off and make that time up later in the same pay period to the extent allowed by the Fair Labor Standards Act.

5. Nothing in this policy statement is to be interpreted as constituting a waiver of management's responsibility to maintain job performance standards and to take disciplinary measures, within the framework of existing personnel policies. Employees subject to disciplinary action should be offered EAP services as appropriate.
6. A supervisor or manager may make a mandatory referral to the EAP program. Consultation with HR prior to such referral is required. Supervisors should not attempt to diagnose an employee's personal problem.
7. Maintain and respect the privacy and confidentiality of any employee using the program.
8. The CEO or CWO may approve a Manager's request to allow an employee to participate in the EAP in lieu of disciplinary action, as defined in existing personnel policies. Approval will be based on (a) the circumstances of each individual case, and (b) the employee's willingness to sign a release of information permitting the Manager to verify that the employee is participating in the program as agreed upon.

9.2.2 Employee Responsibilities

1. Meet existing job performance standards and follow established personnel policies, procedures, and work rules.
2. Cooperate and follow the recommendations of the counselor or treatment facility. Refusing to accept and follow through constructively with the outlined treatment will not be cause for disciplinary action, except in cases of Manager referral where the employee has agreed to participate in the EAP in lieu of disciplinary action. Deteriorating job performance, however, will continue to be subject to disciplinary action, up to and including termination, even if the employee is participating in the program.

3. Make appointments during non-business hours when possible. Use of personal leave and sick leave are subject to the requirements of the existing leave policy.

9.2.3 Confidentiality

Each individual's right to privacy and confidentiality will be recognized and ensured. All records pertaining to program utilization will be treated with the highest degree of confidentiality in accordance with professional ethics and state law.

9.2.4 Leave of Absence

If required, medical leave may be granted for treatment or rehabilitation as for any other illnesses.

9.2.5 Medical Coverage

If expenses are incurred as a result of a referral from the EAP to an outside provider for treatment, those expenses are covered only to the extent provided by the employee's group health plan.

9.2.6 Dependents

Since an employee's work performance can be adversely affected by family members, EAP services will be available to immediate family members as well. For the purposes of this policy the immediate family members include the employee's domestic partner, and dependents, including children, parent, grandparent, or other dependent relative residing in the employee's household.

9.3 *Domestic Partnership Benefits*

9.3.1 Policy

All regular, full-time CPS HR employees may extend current benefits as defined above to qualified same-sex or opposite-sex domestic partners.

The domestic partnership must be registered as appropriate for recognition by any public agency providing registration.

9.3.2 Definitions

Domestic Partner. For the purpose of defining a domestic partner under CPS HR's Domestic Partners Benefit Policy the following will apply:

- Domestic partnership is currently registered with a governmental body pursuant to state or local law or partners meet the following criteria:

- Both partners have a common residence. It is not necessary that the right to possess the quarters be in both names.
- Neither person is married to someone else nor is a member of another domestic partnership with someone else.
- The partners cannot be related by blood in any way that would prevent marriage in California.
- Both persons must be at least 18.
- Both persons are mentally capable of consenting to the domestic partnership.

9.3.3 Establishing A Domestic Partnership

Any regular, full-time CPS HR employee may establish a domestic partnership and obtain access to domestic partner benefits by notifying HR that they meet the definition criteria outlined above in this policy.

No person who has notified HR of domestic partnership may enter into another domestic partnership until after a Statement of Termination has been filed with Human Resources for the first partnership.

9.3.4 Terminating Domestic Partnerships

A domestic partnership ends when the partners no longer reside together or one of the partners notifies the other in writing that he or she has ended the partnership and CPS HR is notified of the dissolution of the domestic partnership. Upon termination of a domestic partnership, the employee must file a Statement of Termination with Human Resources within 30 days of the partnership's termination. Failure to provide the appropriate notice of any of the above actions or changes in partnership as required under this section is considered fraud, and may result in disciplinary action up to and including termination.

9.3.5 Legal Effect of Declaration Of Domestic Partnership

A domestic partnership as registered with CPS HR will create no legal rights or duties from one of the parties to the other as application for domestic partner benefits is completely and solely voluntary.

9.4 *Transit Pass Benefit Program*

9.4.1 Objectives

- Primarily to provide a transportation benefit to employees in areas where CPS HR office parking is limited and/or parking spaces/passes have a monthly cost to CPS HR for each parking space.
- To encourage employees to use public transportation where CPS HR offices are located in areas of readily available public transit, thus reducing CPS HR paid parking fees, if applicable.

- To reduce auto commutes of employees, thus minimizing employee gasoline costs and assisting in reducing pollution from auto exhaust.

9.4.2 Benefit

- CPS HR will provide \$46 per pay period for purchase of mass transit passes to be used to travel to/from work and in the regular course and scope of work. The benefit may include bus, vanpool, ferry, and rail transit, but only if the use of such transit eliminates driving to and parking at CPS HR facilities (owned or leased).

9.4.3 Eligibility

In order to be eligible employees must meet all of the following criteria:

- Be a full-time regular CPS HR employee.
- Agree to and travel via public transit to/from work a minimum of three days a week.
- Certify in writing, at least annually, that he/she meets the criteria below.
 - Is a fulltime regular employee of CPS HR.
 - Is using public mass transit subsidy for their commute to/from work only for a minimum of three days a week.
 - Understands and agrees to reimburse CPS HR for any benefit issued to employee for which the employee was not entitled.
 - Understands and agrees that employee is not entitled to the transit pass subsidy benefit if on extended leave or vacation as defined in the policy.
 - Understands and agrees that the transit pass subsidy benefit will be discontinued if employee no longer meets the eligibility criteria stated in the policy.
- Certification form available on the HR SharePoint site.

9.4.4 Procedures

1. Employee shall submit a certification form which meets the above criteria and request to receive the mass transit benefit.
2. Certification and request form must be submitted to the employee's business unit manager and be approved.
3. Once approved by the Business unit manager, the request shall be forwarded to HR.
4. HR will process the request and add \$46 per pay period to the employee's pay check for use in purchasing mass transit passes/tickets. If allowed by the IRS regulations, this benefit will be pre-tax.
5. Benefit shall be suspended if employee is on extended leave or vacation. For purposes of this policy, extended leave means for more than two consecutive pay periods.

6. Benefit shall be discontinued when the employee does not meet any one of the qualifying criteria above.